ANNUAL REPORT TO PARLIAMENT

President
of the Treasury Board

Présidente
du Conseil du Trésor

Crown Corporations and Other Corporate Interests of Canada 1999

Canada

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ANNUAL REPORT TO PARLIAMENT

Crown Corporations and Other Corporate Interests of Canada 1999

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THE PRESIDENT'S MESSAGE

I am pleased to table the *1999 Annual Report to Parliament on Crown Corporations and Other Corporate Interests of Canada*, in accordance with the provisions of the *Financial Administration Act.*

This report is a unique source of information for parliamentarians and for Canadian taxpayers on the Government of Canada's corporate holdings. It provides comprehensive information on the activities of all Crown corporations and their wholly owned subsidiaries, as well as the other corporate interests of Canada. Information on the performance of a number of Crown corporations is also highlighted in the report.

In keeping with the government's commitment to serve Canadians better, several important legislative initiatives were undertaken during 1998–99 that resulted in changes to the governance structure of a number of Crown corporations. For example, the seven local port corporations became new Canada port authorities, thereby providing greater management flexibility in the operation of Canada's major ports. These new entities are shared-governance corporations, with associated municipalities and provinces each appointing a member to the board of directors and the federal government appointing the majority.

The Canadian Wheat Board was also transformed into a shared-governance corporation to allow the producers to oversee directly the business of the Corporation. In addition, operational responsibility for the Great Lakes/St. Lawrence Seaway system was turned over to a not-for-profit corporation, according a major role to seaway users in the management of the Seaway system.

I am also pleased to note that an increased number of Crown corporations reported on their governance activities in their annual reports this year. I encourage corporations to continue implementing effective governance approaches that will help them achieve their public policy and commercial objectives.

Crown corporations have made significant contributions to our society over the past year. They will continue to do so, I believe, as they maintain the quality of services they provide to Canadians and, indeed, as they make them even better.

Lucienne Robillard
President of the Treasury Board
December 1999

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INTRODUCTION

The *1999 Annual Report to Parliament on Crown Corporations and Other Corporate Interests of Canada* is prepared in response to sections 151 and 152 of the *Financial Administration Act*, which require that the President of the Treasury Board table annually the following documents in Parliament:

- a consolidated report on the businesses and activities of all parent Crown corporations, including information on all Crown corporations and other corporate interests of Canada; and
- a report indicating when annual reports and corporate plan and budget summaries were to be laid before each House (for the period ending on July 31), and when they were actually laid before that House.

This report comprises the following chapters:

- **Overview** highlights new developments with regard to Crown corporations and presents examples of corporations that reported on their governance activities during the year under review. It also provides consolidated financial and employment information by ministerial portfolio.
- **Corporate Holdings** presents a listing of parent Crown corporations and their subsidiaries and associates as of August 31, 1999.

- **Other Corporate Interests** provides information about the various joint and mixed enterprises, international organizations and shared-governance corporations in which the Government of Canada has a stake.
- **Consolidated List of Crown Corporations and Other Corporate Interests of Canada** is a compilation of all the organizations that have been referred to in this report, including parent Crown corporations and their subsidiaries and associates, joint and mixed enterprises, international organizations and shared-governance corporations in which the Government of Canada has an interest. This year, the list is presented both by ministerial portfolio and alphabetically.
- **Tabling of Reports in Parliament** presents a record of annual reports and summaries of the corporate plans and budgets tabled in Parliament by the responsible ministers.
- **Corporate Abstracts** provides information on the mandate and corporate profile of each parent Crown corporation. It may also present selected information on performance during the year under review. Principal financial information is shown in the summary exhibits at the end of the Overview chapter.

Although not included as part of this report, a compilation of the audited financial statements of the parent Crown corporations included in this annual report is available upon request.

OVERVIEW

With the creation and dissolution of several Crown corporations, the number of parent Crown corporations stands at 40 as compared to 48 in the previous year.[1] In addition, one wholly owned subsidiary has been directed to report as a parent Crown corporation for the purposes of the *Financial Administration Act*.

Every parent Crown corporation is a legally distinct entity wholly owned by the Crown and managed by a board of directors. The enabling legislation for each parent Crown corporation, whether by a special Act of Parliament or by articles of incorporation under the *Canada Business Corporations Act*, sets out the corporation's mandate, powers and objectives.

The current portfolio is highly diversified, with corporations operating in many sectors of the Canadian economy. The corporations vary in size and in their demands on the government for financial assistance. Each has its own unique public policy purpose.

Exhibit 1 presents the parent Crown corporations grouped according to the portfolio of the minister through whom they are accountable to Parliament.

[1] Since their financial year-ends before July 31, 1999, eight of these parent Crown corporations, namely, The Canadian Wheat Board and the seven local port corporations, were transformed into shared-governance corporations.

Exhibit 1: Parent Crown Corporations Grouped by Ministerial Portfolio (as of their financial year-ends prior to July 31, 1999)

Agriculture and Agri-Food

- Canadian Dairy Commission
- Farm Credit Corporation

Canadian Heritage

- Canada Council
- Canadian Broadcasting Corporation
- Canadian Film Development Corporation
- Canadian Museum of Civilization Corporation
- Canadian Museum of Nature
- Canadian Race Relations Foundation
- National Arts Centre Corporation
- National Capital Commission
- National Gallery of Canada
- National Museum of Science and Technology Corporation

Finance

- Bank of Canada
- Canada Deposit Insurance Corporation
- Canada Development Investment Corporation
- Canada Pension Plan Investment Board
- Petro-Canada Limited

Fisheries and Oceans

- Freshwater Fish Marketing Corporation

Foreign Affairs

- International Development Research Centre

Industry

- Business Development Bank of Canada
- Enterprise Cape Breton Corporation
- Standards Council of Canada

International Trade

- Canadian Commercial Corporation
- Export Development Corporation

Natural Resources

- Atomic Energy of Canada Limited
- Canadian Wheat Board, The[2]
- Cape Breton Development Corporation

Public Works and Government Services

- Canada Lands Company Limited
- Canada Mortgage and Housing Corporation
- Canada Post Corporation
- Defence Construction (1951) Limited
- Old Port of Montreal Corporation Inc.[1]
- Queens Quay West Land Corporation
- Royal Canadian Mint

Transport

- Atlantic Pilotage Authority
- Canada Ports Corporation
- Federal Bridge Corporation Limited, The
- Great Lakes Pilotage Authority
- Halifax Port Corporation[2]
- Laurentian Pilotage Authority
- Marine Atlantic Inc.
- Montreal Port Corporation[2]
- Pacific Pilotage Authority
- Port of Quebec Corporation[2]
- Prince Rupert Port Corporation[2]
- Saint John Port Corporation[2]
- St. John's Port Corporation[2]
- St. Lawrence Seaway Authority, The[3]
- Vancouver Port Corporation[2]
- VIA Rail Canada Inc.

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[1] The Old Port of Montreal Corporation Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed by Order in Council (P.C. 1987/86) to report as if it were a parent Crown corporation.

[2] Transformed into shared-governance corporations since the end of their financial year-ends prior to July 31, 1999.

[3] Dissolved on December 1, 1998.

Changes During the Year in Review

New Crown Corporations

The Federal Bridge Corporation Limited was incorporated on September 2, 1998 under the *Canada Business Corporations Act* as a wholly owned subsidiary of The St. Lawrence Seaway Authority. On October 1, 1998, the assets of The St. Lawrence Seaway Authority that were not required for navigation were transferred to The Federal Bridge Corporation Limited, which became responsible for The Jacques Cartier and Champlain Bridges Incorporated, The Seaway International Bridge Corporation, Ltd. and the operations of the Thousand Islands Bridge. Responsibility for the Melocheville Tunnel and Mercier Bridge was transferred to The Jacques Cartier and Champlain Bridges Incorporated. Upon dissolution of The St. Lawrence Seaway Authority on December 1, 1998, The Federal Bridge Corporation Limited became a parent Crown corporation listed in Part I of Schedule III of the *Financial Administration Act*.

The Canada Pension Plan Investment Board, which was created on April 1, 1998 to manage funds transferred to it from the Canada Pension Plan Account, began operations in 1998–99.

Bill C-78, an Act to establish a new Crown corporation—the Public Sector Pension Investment Board—received Royal Assent on September 14, 1999. The new corporation will be exempt from Part X of the *Financial Administration Act*.

An Act to establish the Canadian Tourism Commission was reintroduced in the House of Commons on October 15, 1999 as Bill C-5. The Bill is intended to transform the Canadian Tourism Commission into a parent Crown corporation subject to Part X and listed in Part I of Schedule III of the *Financial Administration Act*.

Shared-governance Corporations

On December 31, 1998, The Canadian Wheat Board was converted into a shared-governance corporation to allow the producers to oversee directly the businesses of the Corporation. The Governor in Council appointed 5 directors while the farmers elected the remaining 10.

The implementation of the *Canada Marine Act*, which received Royal Assent on June 11, 1998, transformed the seven local port corporations into shared-governance structures. The Halifax, Montreal and Vancouver port corporations became Canada port authorities on March 1, 1999. The Port of Quebec Corporation and the Prince Rupert, Saint John and St. John's port corporations became Canada port authorities effective May 1, 1999. These new entities are non-share-capital corporations, with associated municipalities and provinces each appointing a member to the board of directors and the federal government appointing the majority.

On October 1, 1999, the Canada Ports Corporation's Port Colborne port facilities and property were officially transferred to the City of Port Colborne.

On August 31, 1999, the Minister of Transport announced that a Port Advisory Committee was being established in light of the possible creation of a Belledune Port Authority. The Port of Belledune, currently a divisional port under the administration of the Canada Ports Corporation, was not one of the original 18 ports designated to become a Canada port authority.

Until further decisions are taken, the Canada Ports Corporation will continue to administer directly the remaining divisional ports at Belledune, New Brunswick; Baie des Ha! Ha!, Quebec; and Prescott, Ontario.

The *Canada Marine Act* also provides for the dissolution of the Canada Ports Corporation. Its assets will devolve to the Crown under the administration of the Minister of Transport. Ridley Terminals Inc., currently a wholly owned subsidiary of the Canada Ports Corporation, will become a parent Crown corporation when the Canada Ports Corporation is dissolved.

On December 1, 1998, The St. Lawrence Seaway Authority was dissolved and the *St. Lawrence Seaway Authority Act* repealed pursuant to the passage of the *Canada Marine Act*. Operational control of the St. Lawrence Seaway had been transferred on October 2, 1998 to the St. Lawrence Seaway Management Corporation, a not-for-profit corporation established by Seaway users. Under the new governance arrangement, the federal government has appointed one member to the Board of Directors with Seaway users appointing the majority.

With the pending dissolution of The St. Lawrence Seaway Authority (SLSA), the Great Lakes Pilotage Authority, Ltd. became a parent Crown corporation on October 1, 1998. As noted previously, the other two subsidiaries of SLSA—The Jacques Cartier and Champlain Bridges Incorporated and The Seaway International Bridge Corporation, Ltd.—are now subsidiaries of The Federal Bridge Corporation Limited.

Privatization

On January 28, 1999, the Minister of Natural Resources announced the government's intention to initiate a process to privatize the operations of the Cape Breton Development Corporation (Devco). On October 27, 1999, Bill C-11, which would authorize the divestiture of Devco's assets and the dissolution of the Corporation, was introduced in the House of Commons. Devco has been a parent Crown corporation since 1967.

Mandate Reviews and Follow-up

On November 3, 1998, the Minister for International Trade announced a review of the provisions of the *Export Development Act*, which governs the activities of the Export Development Corporation. The goal of the review was to provide recommendations to Parliament on an appropriate role for the Corporation and to lay the groundwork for any necessary changes to the *Export Development Act*. On July 21, 1999, the Minister tabled in Parliament a report on the review of the *Export Development Act*.

Bill C-41, an Act to amend the *Royal Canadian Mint Act* and the *Currency Act*, received Royal Assent on March 11, 1999. The Mint had indicated that the proposed changes would enable the Corporation to become a more efficient organization, able to respond quickly to the demands of its markets and to compete with its major competitors on an equal footing.

Corporate Governance

In 1996, the President of the Treasury Board and the Minister of Finance issued *Guidelines for Corporate Governance in Crown Corporations and Other Public Enterprises*. The guidelines recommend that Crown corporations report annually on their corporate governance policies and practices in relation to the guidelines.

During the period in review, a large number of corporations reported on their governance activities in their annual reports. These reports described various aspects of corporate governance, including approaches to governance; assessment and renewal of the board; education of directors; board compensation; conflict of interest; board and management relations; evaluation of the CEO's performance; and succession planning.

The following sections summarize some of the governance activities as reported in the most recent annual reports of the Crown corporations.

Approaches to Governance

A number of Crown corporations reported that they had established a governance committee, reviewed committee structures, established governance principles or examined their governance structures in light of the government's corporate governance guidelines.

Examples include the Business Development Bank of Canada, which reported that it had streamlined board operations, reviewed committee structures and reduced their number, and revised the composition, rules of operation and mandate of each committee.

The Canada Pension Plan Investment Board, which commenced operation during the year, reported that its directors had formulated corporate governance policies and practices consistent with legislated requirements and the guidelines of the Toronto and Montreal stock exchanges for public companies.

The Canadian Museum of Nature reported that it had undergone a review of the board structure and system of governance with the assistance of an internal audit and that it was establishing performance indicators for the Board.

At Defence Construction (1951) Limited, the Board of Directors reviewed its duties in light of the governance guidelines and drew up a list of priorities and responsibilities to be reviewed periodically. Areas for ongoing attention were also identified.

The Export Development Corporation (EDC) reported that the Corporate Governance Committee of the Board oversaw the administration of a second survey of directors and undertook a comprehensive review and evaluation of EDC's current practices in respect of each of the government's guidelines. The Corporation also set a course of action to address significant gaps.

At the Royal Canadian Mint, the Board of Directors updated its various by-laws and consolidated them in a single by-law that clearly defines the principles of governance and the responsibilities of the Board and its members, and sets terms of reference for its various committees. The Mint also established the Governance Committee as a Standing Committee of the Board.

Other corporations that reported on their governance structures include Atomic Energy of Canada Limited, Canada Deposit Insurance Corporation, Canada Lands Company Limited, Canada Mortgage and Housing Corporation, Canada Post Corporation, Canadian Commercial Corporation, the International Development Research Centre, Marine Atlantic Inc., the National Museum of Science and Technology Corporation, and the Standards Council of Canada.

Several corporations also reported on the numbers of board and committee meetings that were held during the year.

Assessment and Renewal of the Board

Several corporations reported on their activities to evaluate the board of directors, as well as on the development of skills profiles for their board members. For example, Atomic Energy of Canada Limited indicated that the Board's governance activities were aimed at assessing its own effectiveness and ensuring its independence, and initiating its renewal in the context of the adopted guidelines. This included reviewing the skills profiles of current members and developing recommendations on the skills profile for future directors. The Corporation also noted that these recommendations had been submitted to the government as the Shareholder.

The Canada Mortgage and Housing Corporation reported that a framework was developed for evaluating the performance of the Board. The first performance evaluation was to be completed in early 1999.

The Canadian Broadcasting Corporation reported that its Board of Directors had monitored the development of a plan to ensure a smooth and proper transition to the new chief executive officer. In addition, the Board had provided advice so as to reflect different regions and diverse communities and to ensure that the range of expertise on the Board is balanced and relevant.

During 1998, the Export Development Corporation had recommended candidates to be considered for appointment to its Board.

The Farm Credit Corporation reported that it had established an evaluation process to assess formally the effectiveness of the Board and its committees with a view to enhancing overall performance. It had also developed skills profiles for the Chairperson and directors, and provided these profiles to the Minister of Agriculture and Agri-Food Canada, and to the Director of Appointments for consideration in the selection and renewal process of directors.

The National Museum of Science and Technology Corporation reported that the Board of Trustees had held discussions on the mix of skills desirable for future trustees. On behalf of the Board, the Chairperson had forwarded the results of these discussions to the Department of Canadian Heritage.

The Royal Canadian Mint reported that its Board had developed a skills profile so that, when vacancies arose, the Board could make appropriate recommendations to the Shareholder.

Education of Directors

Several corporations reported on their orientation and continuing education of directors. For example, Canada Post stated that the Board had recommended some development and training programs relating to corporate governance for directors and officers and revised the orientation process for newly appointed directors.

Defence Construction (1951) Limited reported that new directors were informed about key responsibilities upon appointment. The Farm Credit Corporation noted that each member of the Board receives an introductory orientation supplemented by continuing development, including seminars on corporate governance. The Royal Canadian Mint reported that the Board had developed an orientation and continuing education program for its directors.

The International Development Research Centre (IDRC) reported that its new board members receive extensive background material on the Centre and participate in orientation sessions, in addition to making at least one trip during their term to visit IDRC projects.

The National Capital Commission (NCC) noted that its new members are welcomed with a presentation on the accountability and reporting structures of the NCC and a review of the Corporation's by-laws. They are also taken on a tour of operations.

Board Compensation

Atomic Energy of Canada Limited reported that its governance committee had reviewed the adequacy of compensation for directors and forwarded statistical information to the Shareholder.

The National Museum of Science and Technology Corporation reported that the Board of Trustees had discussed its compensation. The Chairperson, on behalf of the Board, forwarded the results of these discussions to the Department of Canadian Heritage.

Conflict of Interest

Corporations which reported on their conflict-of-interest policies included the Canada Lands Company Limited, which noted that its Board had approved guidelines relating to conflict of interest, outside board membership, contracting, charitable sponsorships and donations. Canada Post Corporation reported that the revised standards of conduct for directors had been adopted by the Board.

At the Export Development Corporation, the Board had approved a new Code of Business Ethics and a Code of Conduct which specifies the respective obligations of employees and directors and requires that each individual sign annually a Statement of Compliance. The Farm Credit Corporation noted its policy regarding loans to directors who, because of their farm-related activities, may also be clients of the Corporation. The Royal Canadian Mint reported that the Board had reviewed its conflict-of-interest code. The International Development Research Centre noted that its Board has a stringent conflict-of-interest policy to maintain the highest standards of integrity for its members and for the Centre as a whole.

Board and Management Relations

Atomic Energy of Canada Limited (AECL), the Farm Credit Corporation (FCC) and the International Development Research Centre (IDRC) were among the corporations that reported on board and management relations. AECL indicated that one of its governance activities was to verify that it maintained an effective relationship with management. FCC reported that the Board of Directors had established a practice of working with all members of senior management to enhance Board and management relationships. IDRC noted that the Board has an effective working relationship with the Centre's management. In collaboration with the President, IDRC's Board of Directors has defined the matters it expects the President to submit to the Board for discussion and approval.

Evaluating the CEO's Performance

Various corporations reported on their evaluation of the chief executive officer's (CEO's) performance. Examples include the Canadian Broadcasting Corporation, which reported that it reviewed the CEO's performance against the established duties and objectives agreed to by the Board and the CEO at the beginning of the year.

The Export Development Corporation reported that a process for reviewing the performance of the Corporation's President was established in 1998. The Farm Credit Corporation reported that the Board had completed an evaluation of the CEO based on an evaluation framework. This framework included a scorecard analysis both of corporate and individual performance and of success at meeting the strategic objectives of the Corporation.

At Defence Construction (1951) Limited, the Board had identified assessing CEO performance as an area for ongoing attention.

The International Development Research Centre reported that it sets objectives for the President and assesses whether those objectives are being met.

Succession Planning

Several Crown corporations touched upon their succession planning for senior management.

The Bank of Canada reported that during 1998 the Board focused on succession planning for future management, with special attention to employment equity, bilingualism, and skills in key areas such as communications.

The Business Development Bank of Canada indicated that its Board focused on succession planning at the senior management level.

Defence Construction (1951) Limited noted that succession planning had been identified as one area for ongoing attention.

The Farm Credit Corporation reported that it had initiated a review of the planning framework for management succession. The Corporation's Board also oversaw the implementation of a management development plan focused on key leadership objectives.

The International Development Research Centre reported that when the position of its President becomes vacant, the Board of Directors assists the government in the selection of a new President by identifying the skills and characteristics it judges to be essential for the job and recommending one or more candidates.

Excellence in Reporting

Established by the Auditor General of Canada in 1994, the Auditor General Award for Excellence in Annual Reporting by Crown Corporations recognizes those corporations that provided the best information in terms of accountability. It is intended as an incentive to corporations to improve their annual reports and their summaries of corporate plans and budgets that are tabled in Parliament.

The Export Development Corporation and the International Development Research Centre were the recipients of the 1998 award.

Federal Identity Program

The Treasury Board has directed federal institutions to increase the federal presence and visibility through the Federal Identity Program. So Crown corporations have been asked to incorporate the "Canada" wordmark in all their corporate identity applications, such as letterheads and signs.

Measuring Performance

Selected information on performance is presented in many of the corporate abstracts included in this report. Sources for this information include the corporation's most

recently tabled annual report, as well as the summary of the corporate plan approved for the year under review.

Overall Crown Corporation Performance

The *Financial Administration Act* requires that the current report include employment and financial data, including aggregate borrowings of parent Crown corporations.

Accordingly this section of the Overview provides a summary of overall performance by Crown corporations, including the following data:

- employment;
- assets;
- budgetary appropriations; and
- debt obligations.

The privatization of the Canadian National Railway Company (CN) in November 1995 contributed to a significant decline in the financial and employment aggregates of Crown corporations. This decline is reflected in the exhibits that appear throughout this section. Data for CN are included for 1994–95, but are excluded from 1995–96 on.

At the end of this section, two exhibits provide a summary view of all Crown corporations:

- Exhibit 8 shows each corporation's employment and financial position; and
- Exhibit 9 provides information about each corporation's operating results and financing.

Exhibits 8 and 9 are also structured according to the portfolio grouping shown in Exhibit 1. Note that information provided in this section excludes financial data for:

- the Bank of Canada, because of the unique nature of its operations; and
- the Freshwater Fish Marketing Corporation and the Canadian Commercial Corporation, since their respective 1998–99 annual reports had not been tabled in Parliament as of October 22, 1999.

In order to present information on a comparative basis, financial data for previous years were adjusted to exclude data for the above Crown corporations. Employment data for these corporations are included, however. Specific information about individual Crown corporations may be found in the Corporate Abstracts chapter of this report, as well as in the respective annual reports of the Crown corporations.

A glossary of the financial and employment terms used in this report is provided at the end of this section.

To ensure the greatest possible accuracy, the exhibits presented in this report, as well as all calculations, are based on a computer database of actual figures. Results of calculations are rounded for ease of presentation.

Where Crown corporations have re-stated financial data for previous years, readers should be aware that the data in this report reflect only those changes that correct errors from previous years. Amendments have been made by some corporations as a result of changes in their accounting policies that have been applied retroactively to financial statements from previous years. This report, and the database of financial information on which it is based, do not reflect these amendments.

For Crown corporations with fiscal years ending on or after July 31, 1999, this report shows their financial data for the fiscal year ending in 1998. Accordingly, for the Canadian Dairy Commission, The Canadian Wheat Board and the National Arts Centre Corporation, this report covers the period ending July 31, 1998, for the first two corporations, and August 31, 1998, for the third. All of the other corporations' data are for their respective 1998 or 1998–99 fiscal years.

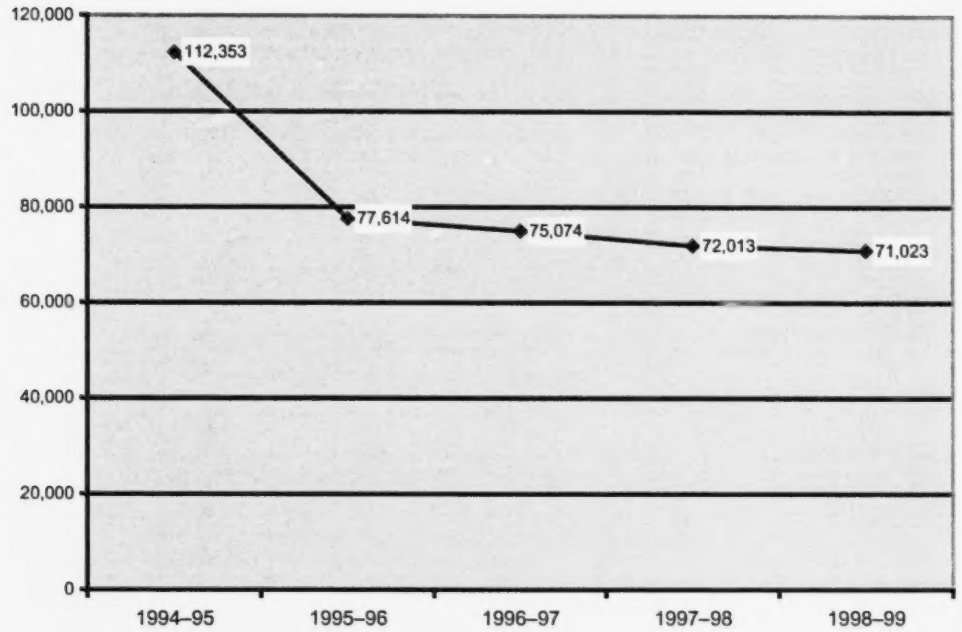
Employment

The overall downward trend in the number of full-time Crown corporation employees continued, but at a slower rate than in previous years. In 1998–99, the total number of employees was 71,023, which represents a reduction of 990 employees from the previous year. This 1.4-per-cent decrease compares to a 4.1-per-cent decrease between the previous two years.

While a number of Crown corporations reported an increase in the level of employment, this was more than offset by the following largest decreases: 773 at The St. Lawrence Seaway Authority, which was dissolved on December 1, 1998; 320 at the Canada Mortgage and Housing Corporation; 268 at Atomic Energy of Canada Limited; and 200 at the Bank of Canada.

Exhibit 2 shows the downward trend over the last five years. As noted above, the decline between 1994–95 and 1995–96 was due mainly to the privatization of the Canadian National Railway.

Exhibit 2: Employment in Crown Corporations, 1994–95 to 1998–99



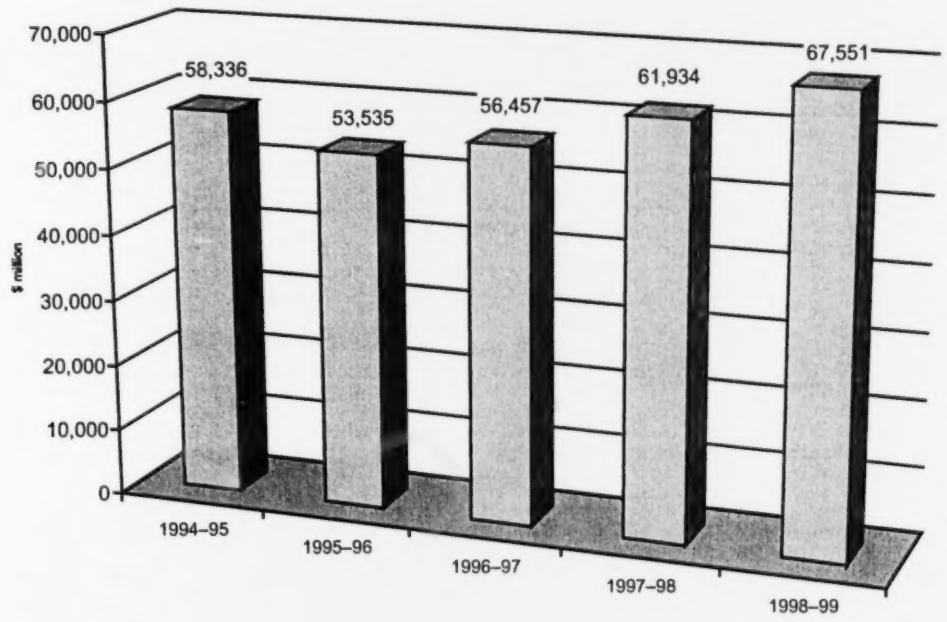
Assets

Total assets for Crown corporations reached $67.5 billion in 1998–99, increasing by $5.6 billion over the previous year. Increases reported by the Export Development Corporation (EDC) and the Canada Mortgage and Housing Corporation (CMHC) accounted for 85 per cent of this 9.1-per-cent increase in total assets.

Five Crown corporations accounted for 84 per cent of the total assets: CMHC, EDC, The Canadian Wheat Board, the Farm Credit Corporation and the Business Development Bank of Canada.

Exhibit 3 demonstrates the fluctuations in the value of Crown corporations' assets over the last five years.

Exhibit 3: Total Assets for Crown Corporations, 1994–95 to 1998–99

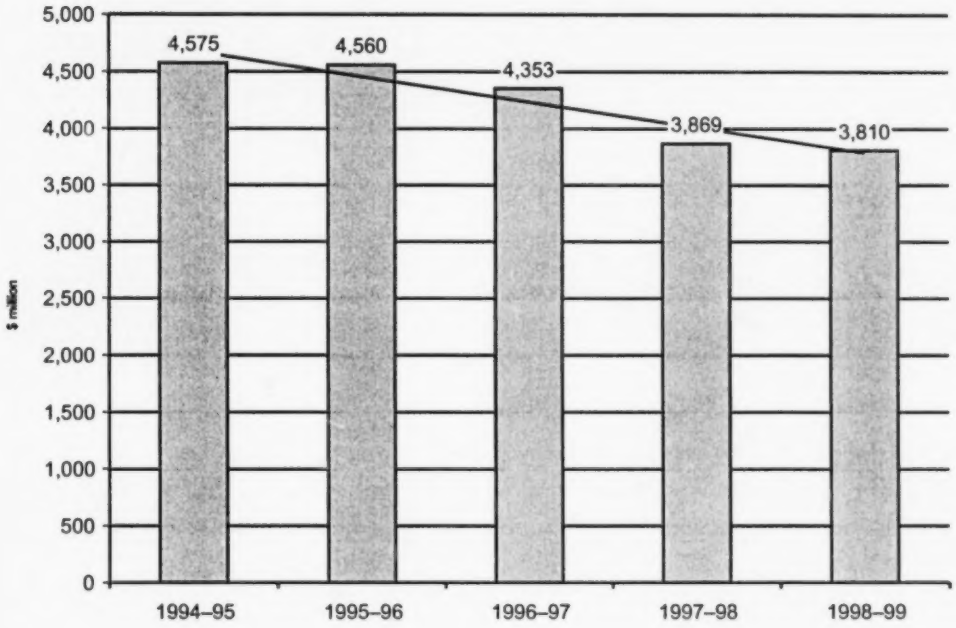


Budgetary Appropriations

Government funding of Crown corporations, in terms of budgetary appropriations for capital and operating purposes, declined slightly from $3,869 million in 1997–98 to $3,810 million in 1998–99. While the largest reductions in appropriation levels were reported by the Canada Mortgage and Housing Corporation (CMHC) and VIA Rail Canada Inc. (VIA), the Canadian Broadcasting Corporation and the Cape Breton Development Corporation reported the largest increases in appropriation levels. The latter increases offset the reductions at CMHC and VIA almost by half.

Total budgetary appropriations for the five-year period from 1994–95 to 1998–99, as well as the resulting trendline, are shown in Exhibit 4.

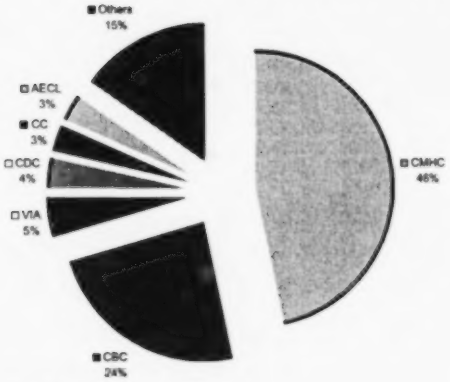
Exhibit 4: Total Budgetary Appropriations, 1994–95 to 1998–99



Of the 23 Crown corporations that received appropriations in 1998–99, 6 account for 84.7 per cent of the total funding from Canada. These were the Canada Mortgage and Housing Corporation (CMHC), the Canadian Broadcasting Corporation, VIA Rail Canada Inc., the Canadian Dairy Commission, the Canada Council and Atomic Energy of Canada Limited. For CMHC, which was the largest recipient, about 99 per cent of the appropriations flow to households-in-need under long-term subsidy commitments.

Exhibit 5 provides a summary view of the 1998–99 recipients of budgetary appropriations.

Exhibit 5: Recipients of 1998–99 Budgetary Appropriations



Canada Mortgage and Housing Corporation (CMHC)

Canadian Broadcasting Corporation (CBC)

VIA Rail Canada Inc. (VIA)

Canadian Dairy Commission (CDC)

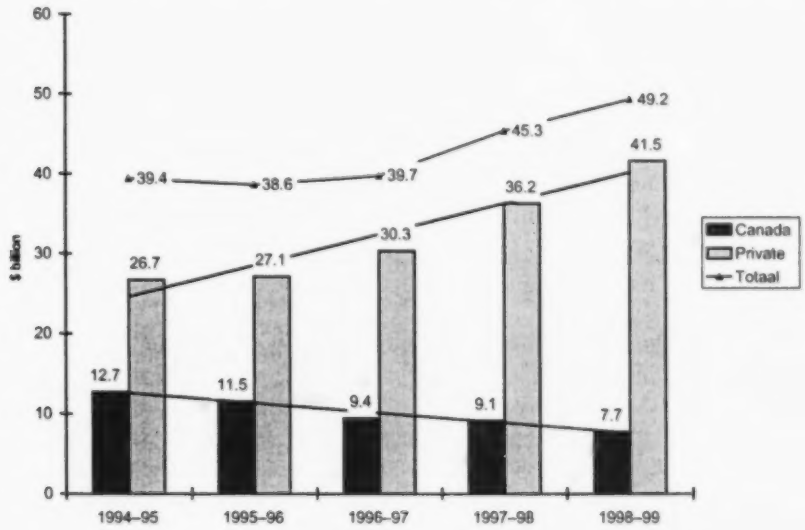
Canada Council (CC)

Atomic Energy of Canada Limited (AECL)

Debt Obligations

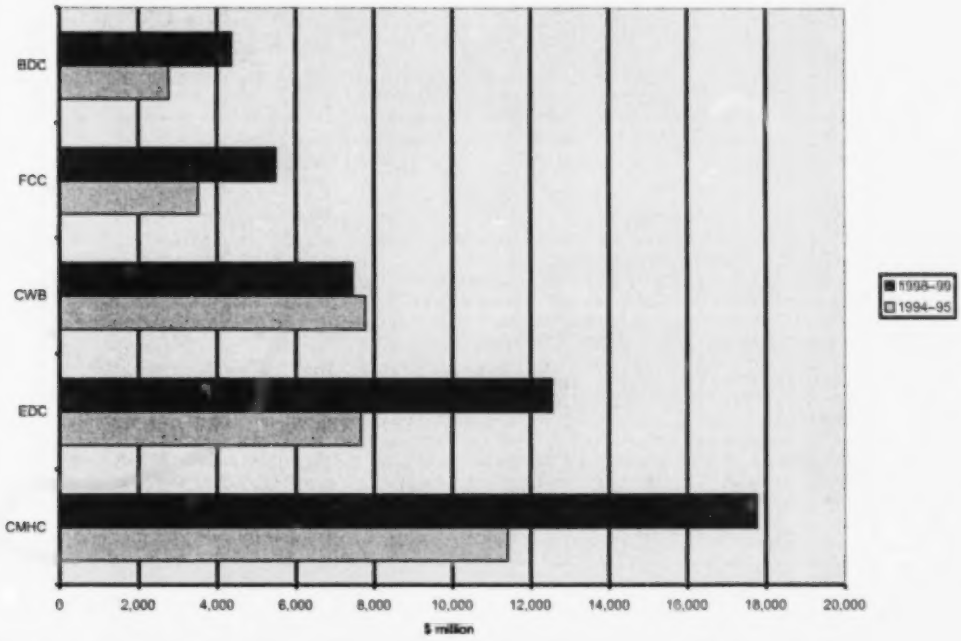
Total debt obligations, consisting of debts payable to Canada and to the private sector, increased by 8.6 per cent, to $49.2 billion in 1998–99 from $45.3 billion in the previous year. Crown corporations continued to replace borrowings from Canada with borrowings from private lenders. Exhibit 6 shows the downward trend in debt payable to Canada and the upward trend in debt incurred in private markets over the last five years. Total debt obligations are also shown in the exhibit.

Exhibit 6: Total Debt Obligations of Crown Corporations, 1994–95 to 1998–99



The five largest debtors in 1998–99 are the same Crown corporations as last year: the Canada Mortgage and Housing Corporation (CMHC), the Export Development Corporation (EDC), The Canadian Wheat Board (CWB), the Farm Credit Corporation (FCC) and the Business Development Bank of Canada (BDC). Exhibit 7 presents their respective debt load in 1998–99 compared to 1994–95.

Exhibit 7: Comparison of Largest Debtors in 1998–99 with 1994–95



Glossary of Financial and Employment Terms Used in This Report

All financial data are extracted from the Crown corporations' audited financial statements for the recent fiscal year. Certain values are adjusted to apply consistently the definitions that follow. Items are listed in the order in which they appear in the summary exhibits.

Total assets represents all assets reported by the corporation in its audited financial statements.

Equity represents the equity of Canada. For some corporations, the excess of assets over liabilities is not deemed to be equity of Canada because of the nature of their operations (e.g. marketing boards).

Employment represents the number of full-time employees obtained from sources such as an annual report, financial statements or a corporate plan, and are as at the fiscal year-end of the Crown corporation. The figure includes the full-time staff, and others employed outside of Canada by the parent corporation and its wholly owned subsidiaries. The exceptions are data for the Canada Development Investment Corporation, which relate to the parent corporation only, and data for the four pilotage authorities, which include contract pilots. Employment data for the Canada Ports Corporation include the divisional ports.

Net income represents after-tax income, where applicable, and any extraordinary items. It includes parliamentary appropriations where the corporation has included these in the computation of net income. In some cases, net income is the "excess of parliamentary appropriations over cost of operations" or "excess of proceeds over expenditures." A negative net income (i.e. a net loss) is shown in parentheses.

Borrowings from the private sector include short- and long-term borrowings, capital leases and any other debt-like instruments. For the marketing corporations (Canadian Dairy Commission, The Canadian Wheat Board and Freshwater Fish Marketing Corporation), loans may include payments accruing to dairy producers, farmers, and fishers.

Borrowings from Canada include short- and long-term borrowings, advances from the Government of Canada for working capital or other purposes, and other debt-like instruments.

Budgetary appropriations refers to parliamentary funding for capital and operating purposes. The amounts exclude grants and contributions paid to Crown corporations where they qualify as members of a general class of recipients. Budgetary appropriations increase the expenditures of Canada and thus have a direct impact on the amount of the government's surplus or deficit.

Dividends represents those declared by the corporation during its fiscal year. This figure includes cash recoveries by Canada (where applicable) and other types of payments or contributions made to Canada (excluding repayments of debt-like instruments). Dividends may be paid by the corporation to the Government of Canada before or after the corporation's year-end.

Exhibit 8: Employment and Financial Position Grouped by Ministerial Portfolio (as of year-ends before July 31, 1999; $ million)

Corporation by Ministerial Portfolio	Financial Position				
	Total Assets	*Current Liabilities*	*Long-term Liabilities*	*Equity*[1]	*Employment*
Canadian Dairy Commission	152.0	69.8	82.2	0.0	70
Farm Credit Corporation	6,125.1	2,210.8	3,322.4	591.8	900
Total Agriculture and Agri-Food	**6,277.1**	**2,280.6**	**3,404.6**		**970**
Canada Council	289.0	27.2	7.6	187.3	160
Canadian Broadcasting Corporation	1,474.5	277.3	1,272.8	(75.6)	7,017
Canadian Film Development Corporation	42.0	8.1	2.7	31.2	n/a
Canadian Museum of Civilization Corporation	34.1	7.0	17.4	9.7	463
Canadian Museum of Nature	43.0	2.9	40.6	(0.8)	154
Canadian Race Relations Foundation	27.0	0.1	0.3	26.6	7
National Arts Centre Corporation	17.8	9.8	9.7	(1.7)	239
National Capital Commission	424.8	18.2	38.1	386.7	410
National Gallery of Canada	20.7	5.5	11.2	4.0	247
National Museum of Science and Technology Corporation	12.3	2.5	9.2	0.6	239
Total Canadian Heritage	**2,385.3**	**358.6**	**1,409.5**		**8,936**
Bank of Canada [2]	33,809.2	32,637.5	0.0	30.0	1,300
Canada Deposit Insurance Corporation	1,007.6	5.7	975.0	26.9	83
Canada Development Investment Corporation	106.3	10.9	0.0	95.4	0
Canada Pension Plan Investment Board	18.0	5.8	0.0	0.0	0
Petro-Canada Limited	493.0	31.0	457.0	5.0	0
Total Finance	**1,624.9**	**53.4**	**1,432.0**		**1,383**
Freshwater Fish Marketing Corporation [3]	--	--	--	--	35
Total Fisheries and Oceans	**0.0**	**0.0**	**0.0**		**35**
International Development Research Centre	55.9	35.9	15.6	4.4	329
Total Foreign Affairs	**55.9**	**35.9**	**15.6**		**329**
Business Development Bank of Canada	5,098.5	2,421.6	2,093.0	583.8	1,122
Enterprise Cape Breton Corporation	10.5	6.3	0.5	3.8	55
Standards Council of Canada	3.7	1.2	0.8	1.6	58
Total Industry	**5,112.7**	**2,429.2**	**2,094.3**		**1,235**
Canadian Commercial Corporation[3]	--	--	--	--	80
Export Development Corporation	15,262.0	7,062.0	6,520.0	1,680.0	698
Total International Trade	**15,262.0**	**7,062.0**	**6,520.0**		**778**

[1] This column is not totaled because the information is not reported in a consistent manner.

[2] Financial data for the Bank of Canada are provided for information, but are not included in the totals due to the unique nature of its operations.

[3] Financial data are excluded for the Freshwater Fish Marketing Corporation and the Canadian Commercial Corporation since their respective 1998–99 annual reports had not been tabled in Parliament as of October 22, 1999.

n/a means not available

Exhibit 8: Employment and Financial Position Grouped by Ministerial Portfolio (as of year-ends before July 31, 1999; $ million) *[continued]*

Corporation by Ministerial Portfolio	Financial Position				Employment
	Total Assets	*Current Liabilities*	*Long-term Liabilities*	*Equity* [1]	
Atomic Energy of Canada Limited	916.5	319.9	192.8	403.8	3,384
Cape Breton Development Corporation	120.9	64.7	468.2	(412.0)	1,635
Canadian Wheat Board, The	8,174.8	1,456.5	6,718.4	0.0	504
Total Natural Resources and CWB	**9,212.3**	**1,841.1**	**7,379.3**		**5,523**
Canada Lands Company Limited	429.2	64.2	155.4	209.7	87
Canada Mortgage and Housing Corporation					2,046
Insurance and Guarantee Funds	4,218.0	70.0	3,937.0	211.0	
Corporate Account	17,694.0	3,682.0	13,971.0	41.0	
Minister's Account	0.0	0.0	0.0	0.0	
Canada Post Corporation	2,802.0	961.0	848.0	993.0	43,448
Defence Construction (1951) Limited	7.8	3.5	2.0	2.3	236
Old Port of Montreal Corporation Inc. [4]	5.8	5.7	0.0	0.0	96
Queens Quay West Land Corporation	1.5	2.0	45.8	(46.3)	0
Royal Canadian Mint	159.1	40.8	49.0	69.2	769
Total Public Works and Government Services	**25,317.4**	**4,829.1**	**19,008.2**		**46,682**
Atlantic Pilotage Authority	4.5	0.8	0.8	2.9	72
Canada Ports Corporation	284.1	23.4	235.0	25.7	138
Federal Bridge Corporation Limited, The [5]	52.8	4.0	0.9	47.9	60
Great Lakes Pilotage Authority	15.3	6.1	2.3	6.9	86
Halifax Port Corporation	87.6	7.7	6.6	73.3	63
Laurentian Pilotage Authority	9.6	7.0	4.6	(2.0)	232
Marine Atlantic Inc.	228.2	36.2	215.0	(23.0)	798
Montreal Port Corporation	269.1	14.5	4.4	250.2	293
Pacific Pilotage Authority	7.7	3.0	0.8	4.0	167
Port of Quebec Corporation	81.5	12.3	12.3	56.8	50
Prince Rupert Port Corporation	104.9	1.2	0.0	103.8	17
Saint John Port Corporation	71.2	3.6	0.4	67.1	24
St. John's Port Corporation	18.9	0.9	0.2	17.8	15
Vancouver Port Corporation	444.2	32.1	48.6	363.5	185
VIA Rail Canada Inc.	623.8	80.5	561.3	(18.0)	2,952
Total Transport	**2,303.4**	**233.4**	**1,092.9**		**5,152**
Grand Total	**67,550.9**	**19,123.3**	**42,356.4**		**71,023**

[4] The Old Port of Montreal Corporation Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed to report as a parent Crown corporation.

[5] The corporate abstract for The Federal Bridge Corporation Limited also provides information on The St. Lawrence Seaway Authority.

Exhibit 9: Operating Results and Financing Grouped by Ministerial Portfolio (as of year-ends before July 31, 1999; $ million)

Corporation by Ministerial Portfolio	Net Income[1]	Financing			
		Changes to Net Borrowings		Budgetary Appropriations	Dividends
		Private Sector	Canada		
Canadian Dairy Commission	10.3	18.1	(21.2)	144.1	0.0
Farm Credit Corporation	42.6	918.0	(448.9)	0.0	0.0
Total Agriculture and Agri-Food		**936.1**	**(470.1)**	**144.1**	**0.0**
Canada Council	7.6	0.0	0.0	116.2	0.0
Canadian Broadcasting Corporation	(14.2)	(3.8)	0.0	901.4	0.0
Canadian Film Development Corporation	(148.4)	0.0	0.0	78.5	0.0
Canadian Museum of Civilization Corporation	(43.9)	0.0	0.0	45.9	0.0
Canadian Museum of Nature	(21.6)	1.7	(1.7)	20.8	0.0
Canadian Race Relations Foundation	0.7	0.0	0.0	0.0	0.0
National Arts Centre Corporation	(23.4)	0.0	0.0	20.3	0.0
National Capital Commission	(7.3)	0.0	0.0	91.6	0.0
National Gallery of Canada	(38.7)	0.0	0.0	33.3	0.0
National Museum of Science and Technology Corporation	(19.3)	0.0	0.0	20.0	0.0
Total Canadian Heritage		**(2.1)**	**(1.7)**	**1,328.0**	**0.0**
Bank of Canada[2]	1,678.8	24.0	0.0	0.0	1,678.8
Canada Deposit Insurance Corporation	565.8	0.0	(401.9)	0.0	0.0
Canada Development Investment Corporation	3.5	0.0	0.0	0.0	0.0
Canada Pension Plan Investment Board	0.2	0.0	0.0	0.0	0.0
Petro-Canada Limited	1.0	30.0	0.0	0.0	0.0
Total Finance		**30.0**	**(401.9)**	**0.0**	**0.0**
Freshwater Fish Marketing Corporation[3]	--	--	--	--	--
Total Fisheries and Oceans		**0.0**	**0.0**	**0.0**	**0.0**
International Development Research Centre	(4.8)	0.0	0.0	88.6	0.0
Total Foreign Affairs		**0.0**	**0.0**	**88.6**	**0.0**
Business Development Bank of Canada	32.8	453.5	0.0	0.0	6.0
Enterprise Cape Breton Corporation	(9.0)	(0.4)	0.0	8.4	0.0
Standards Council of Canada	(0.0)	0.0	0.0	5.0	0.0
Total Industry		**453.1**	**0.0**	**13.4**	**6.0**
Canadian Commercial Corporation[3]	--	--	--	--	--
Export Development Corporation	135.0	3,026.0	0.0	0.0	0.0
Total International Trade		**3,026.0**	**0.0**	**0.0**	**0.0**

[1] This column is not totaled because the information is not reported in a consistent manner.

[2] Financial data for the Bank of Canada are provided for information, but are not included in the totals due to the unique nature of its operations.

[3] Financial data are excluded for the Freshwater Fish Marketing Corporation and the Canadian Commercial Corporation since their respective 1998–99 annual reports had not been tabled in Parliament as of October 22, 1999.

Exhibit 9: Operating Results and Financing Grouped by Ministerial Portfolio (as of year-ends before July 31, 1999; $ million) *[continued]*

		Financing			
		Changes to Net Borrowings			
Corporation by Ministerial Portfolio	Net Income[1]	Private Sector	Canada	Budgetary Appropriations	Dividends
Atomic Energy of Canada Limited	(10.3)	0.0	(1.1)	110.4	0.0
Cape Breton Development Corporation	(299.7)	0.0	(65.6)	44.0	0.0
Canadian Wheat Board, The	0.0	(159.3)	0.0	0.0	0.0
Total Natural Resources and CWB		**(159.3)**	**(66.7)**	**154.4**	**0.0**
Canada Lands Company Limited	13.7	24.2	1.9	0.0	46.6
Canada Mortgage and Housing Corporation	-	-	-	-	-
Insurance and Guarantee Funds	174.0	(268.0)	0.0	0.0	0.0
Corporate Account	1.0	1,274.0	(345.0)	0.0	0.0
Minister's Account	0.0	0.0	0.0	1,776.0	0.0
Canada Post Corporation	50.0	(4.0)	(80.0)	14.0	12.0
Defence Construction (1951) Limited	0.2	0.0	0.0	0.0	0.0
Old Port of Montreal Corporation Inc.[4]	(15.1)	0.0	0.0	14.2	0.0
Queens Quay West Land Corporation	(1.3)	0.0	0.0	3.5	0.0
Royal Canadian Mint	4.5	31.3	0.0	0.0	0.0
Total Public Works and Government Services		**1,057.5**	**(423.1)**	**1,807.7**	**58.6**
Atlantic Pilotage Authority	0.7	0.0	0.0	0.0	0.0
Canada Ports Corporation	11.0	0.7	(0.1)	0.0	0.2
Federal Bridge Corporation Limited, The[5]	(0.3)	0.0	0.0	32.1	0.0
Great Lakes Pilotage Authority	1.7	0.0	0.0	0.0	0.0
Halifax Port Corporation	3.0	8.0	0.0	0.0	0.6
Laurentian Pilotage Authority	0.5	0.1	0.0	0.0	0.0
Marine Atlantic Inc.	(2.6)	0.0	0.0	63.4	0.0
Montreal Port Corporation	13.0	0.0	(0.7)	0.0	3.4
Pacific Pilotage Authority	0.4	0.0	0.0	0.0	0.0
Port of Quebec Corporation	(10.6)	11.7	0.0	0.0	0.0
Prince Rupert Port Corporation	0.8	0.0	0.0	0.0	0.5
Saint John Port Corporation	1.9	0.0	0.0	0.0	0.1
St. John's Port Corporation	0.6	0.0	0.0	0.0	0.0
Vancouver Port Corporation	0.4	(84.2)	0.0	0.0	0.0
VIA Rail Canada Inc.	(40.3)	0.0	0.0	178.4	0.0
Total Transport		**(63.7)**	**(0.8)**	**273.9**	**4.8**
Grand Total		**5,277.6**	**(1,364.2)**	**3,810.1**	**69.4**

[4] The Old Port of Montreal Corporation Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed to report as a parent Crown corporation.

[5] The corporate abstract for The Federal Bridge Corporation Limited provides information on The St. Lawrence Seaway Authority.

CORPORATE HOLDINGS

This chapter presents statistical information on Crown corporations and their corporate holdings as of August 31, 1999. Readers should note however that the information in the rest of the report, unless otherwise noted, is as of the financial year-ends of the corporations prior to July 31, 1999.

The information is provided in three parts:

Statistical Summary shows the number of parent Crown corporations and their subsidiaries and associates on a comparative basis with those of the previous year.

Changes During the Year shows the changes that occurred with regard to parent Crown corporations and their subsidiaries and associates between August 31, 1998 and August 31, 1999.

Crown Corporations' Corporate Holdings presents a comprehensive list of parent Crown corporations and their subsidiaries and associates.

STATISTICAL SUMMARY

Number of Parent Crown Corporations, Their Wholly Owned Subsidiaries, and Other Subsidiaries and Associates
(as of August 31)

	1999	1998
Parent Crown Corporations	40	48
Wholly Owned Subsidiaries (100%)	21	23
Other Subsidiaries (less than 100%) and Associates (less than 50%)	24	21

CHANGES DURING THE YEAR

Canada Development Investment Corporation

Associate held at less than 50%

- Varity Corporation — Deleted

Canada Post Corporation

Subsidiaries held at 100%

- Canada Post International Limited — Added
- Canada Post Systems Management Ltd. — Deleted

Subsidiaries of Purolator Courier Ltd.

- 3558533 Canada Inc. — Added
- Purolator Holdings U.S. Ltd. and its subsidiary — Added
  - Purolator Courier U.S. Ltd. — Added

Associate held at less than 50%

- Purolator Holdings Inc. — Added

Canadian Wheat Board, The — Deleted

Enterprise Cape Breton Corporation

Associate held at less than 50%

- Carol Rizzetto Realty Limited Partnership — Added

Federal Bridge Corporation Limited, The — Added

Subsidiaries held at 100%

- Jacques Cartier and Champlain Bridges Incorporated, The — Transferred[1]
- Seaway International Bridge Corporation Ltd., The — Transferred[1]

[1] Transferred from The St. Lawrence Seaway Authority to The Federal Bridge Corporation Limited on October 1, 1998.

Great Lakes Pilotage Authority	Name changed[2]
Halifax Port Corporation	Deleted
Montreal Port Corporation	Deleted
Subsidiary held at 100%	
• 176422 Canada Inc.	Deleted
Port of Quebec Corporation	Deleted
Prince Rupert Port Corporation	Deleted
Saint John Port Corporation	Deleted
St. John's Port Corporation	Deleted
St. Lawrence Seaway Authority, The	Deleted
Subsidiaries held at 100%	
• Great Lakes Pilotage Authority, Ltd.	Deleted
• Jacques Cartier and Champlain Bridges Incorporated, The	Transferred[3]
• Seaway International Bridge Corporation Ltd., The	Transferred[3]
Vancouver Port Corporation	Deleted
Subsidiary held at 100%	
• Canada Place Corporation	Deleted

[2] Name changed from Great Lakes Pilotage Authority, Ltd. on October 1, 1998.

[3] Transferred from The St. Lawrence Seaway Authority to The Federal Bridge Corporation Limited on October 1, 1998.

CROWN CORPORATIONS' CORPORATE HOLDINGS

1. Atlantic Pilotage Authority

2. Atomic Energy of Canada Limited

Subsidiaries held at 100%

- AECL Technologies B.V.
- AECL Technologies Inc.

3. Bank of Canada

4. Business Development Bank of Canada

Associate held at less than 50%

- Cominco Ltd.[1]

5. Canada Council

6. Canada Deposit Insurance Corporation

7. Canada Development Investment Corporation

Subsidiaries held at 100%

- Canada Eldor Inc.
- Canada Hibernia Holding Corporation and its associate
  - Hibernia Management and Development Company Ltd. (8.5%)

8. Canada Lands Company Limited

Subsidiaries held at 100%

- 3148131 Canada Limited[2]
- Canada Lands Company CLC Limited
- CLC Downsview Inc.
- Old Port of Montreal Corporation Inc.[3]

9. Canada Mortgage and Housing Corporation

10. Canada Pension Plan Investment Board

11. Canada Ports Corporation

Subsidiary held at 100%

- Ridley Terminals Inc.[4]

12. Canada Post Corporation

Subsidiaries held at 100%

- 2875039 Canada Limited
- 2875047 Canada Limited
- 3106900 Canada Inc.
- Canada Post Holdings Limited and its subsidiary
  - Purolator Holdings Inc. (72.92%) (previously PCL Courier Holdings Inc.) and its subsidiaries
    - 964102 Ontario Inc. (100%)
    - Purolator Courier Ltd. (100%) and its subsidiaries
      - 3558533 Canada Inc. (100%)
      - Canadian Teleservices Corporation (100%)
      - Distribution Management Services Inc. (100%)
      - Purolator Customs Services Ltd. (100%)
      - Purolator Holdings U.S. Ltd. (100%) and its subsidiary
        - Purolator Courier U.S. Ltd. (100%)
      - Supercourier (1987) Ltd. (100%)
- Canada Post International Limited

Associates held at less than 50%

- Co-operative Vereniging International Post Corporation U.A. (6.2%) and its subsidiaries
  - IPC Technology S.C. (96%)
  - IPC Unipost S.C. (96%)
- Purolator Holdings Inc. (23.2%)

13. Canadian Broadcasting Corporation

Associates held at less than 50%

- Cable North Microwave Limited (1 share)
- Master FM Limited (20%)
- Visnews Limited (1 share)

14. Canadian Commercial Corporation

15. Canadian Dairy Commission

16. Canadian Film Development Corporation

17. Canadian Museum of Civilization Corporation

18. Canadian Museum of Nature

19. Canadian Race Relations Foundation

20. Cape Breton Development Corporation

Subsidiary held at 100%

- Cape Breton Carbofuels Limited[2]

21. Defence Construction (1951) Limited

22. Enterprise Cape Breton Corporation

Subsidiaries held at 100%

- Cape Breton Marine Farming Limited[2]
- DARR (Cape Breton) Limited[2]
- Gulf Bras D'Or Estates Limited[2]

Associates held at less than 50%

- Bell Bay Golf Developments Incorporated
- Canadian Tennis Technology Limited
- Carol Rizzetto Realty Limited Partnership
- General Mining Building Limited
- Lynwood Inn Limited
- Silver Screen Star Limited

23. Export Development Corporation

Subsidiary held at 100%

- Exinvest Inc.

24. Farm Credit Corporation

25. Federal Bridge Corporation Limited, The[5]

Subsidiaries held at 100%

- Jacques Cartier and Champlain Bridges Incorporated, The
- Seaway International Bridge Corporation, Ltd., The

26. Freshwater Fish Marketing Corporation

27. Great Lakes Pilotage Authority

28. International Development Research Centre

29. Laurentian Pilotage Authority

30. Marine Atlantic Inc.

31. National Arts Centre Corporation

32. National Capital Commission

33. National Gallery of Canada

34. National Museum of Science and Technology Corporation

35. Pacific Pilotage Authority

36. Petro-Canada Limited

37. Queens Quay West Land Corporation

38. Royal Canadian Mint

39. Standards Council of Canada

40. VIA Rail Canada Inc.

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[1] Only non-voting preferred shares are held.

[2] Inactive corporation.

[3] Old Port of Montreal Corporation Inc., a wholly owned subsidiary of the Canada Lands Company Limited, has been directed by Order in Council (P.C. 1987–86) to report as if it were a parent Crown corporation.

[4] Ridley Terminals Inc. is presently a wholly owned subsidiary of the Canada Ports Corporation. However, pursuant to section 177 of the *Canada Marine Act*, Ridley Terminals Inc. will become a parent Crown corporation upon dissolution of the Canada Ports Corporation.

[5] Upon the dissolution of The St. Lawrence Seaway Authority on December 1, 1998, The Federal Bridge Corporation Limited became the parent Crown corporation for The Jacques Cartier and Champlain Bridges Incorporated and The Seaway International Bridge Corporation, Ltd.

OTHER CORPORATE INTERESTS

This chapter provides information on:

- share-capital corporations partially owned by the federal government;
- corporations without share capital (for example, not-for-profit corporations) for which the government has a legal right to appoint, or approve the appointment of, at least one member to the board of directors or other governing body; and
- organizations formed pursuant to an international agreement where the federal government holds shares in the organization or has a right to appoint, or approve the appointment of, some number of members to the governing body.

For share-capital corporations, the listing shows the degree of federal ownership. For non-share-capital corporations, the listing includes fractions showing the number of federally appointed board members over the total number of board members.

The latter is intended to illustrate the degree of federal influence over an entity in cases where control cannot be expressed in terms of share ownership. Thus, in this context, a "federal appointee" may be an individual appointed by Order of the Governor in Council or by any one of a number of other mechanisms. Examples of such mechanisms may include appointment by a minister or by a Crown corporation. Federal public servants occupying board positions on an *ex officio* basis are also counted as federal appointees for these purposes.

Corporations named in this chapter are grouped as follows:[1]

Mixed Enterprises

Corporate entities whose shares are partially owned by Canada, through a minister. Private-sector parties own the remaining shares.

Joint Enterprises

Corporate entities whose shares are partially owned by Canada, through a minister. The balance of shares is owned by another level of government.

International Organizations

International organizations are corporate entities created pursuant to international agreements under which Canada holds shares or has a right to appoint or elect some number of members to a governing body.

Shared-governance Corporations

This category includes corporate entities without share capital for which Canada, either directly or through a Crown corporation, has a right pursuant to statute, articles of incorporation, letters patent or by-law, to appoint or nominate one or more members to the governing body.

Corporations under the terms of the *Bankruptcy and Insolvency Act*

This group includes corporate entities whose shares are partially owned by Canada following receipt by a trustee in bankruptcy.

[1] This chapter does not include departmental corporations such as the Canadian Food Inspection Agency. Although they are similar to Crown corporations in that they are wholly owned by the federal government, departmental corporations are specifically excluded from the *Financial Administration Act* (FAA) definition of a "Crown corporation". Instead, departmental corporations are defined as departments under the FAA and, as such, are subject to a different accountability regime.

NUMBER OF OTHER CORPORATE INTERESTS
Year-Over-Year Comparison

Other Corporate Interests of Canada	March 31, 1999	March 31, 1998
Mixed enterprises	1	2
Joint enterprises	3	3
International organizations	17	17
Shared-governance corporations	112	98
Corporations under the terms of the *Bankruptcy and Insolvency Act*	17	15

OTHER CORPORATE INTERESTS – ADDITIONS AND DELETIONS
During the year ending March 31, 1999

Mixed Enterprises	
NPM Nuclear Project Managers Canada Inc.	Deleted
Joint Enterprises	No Additions or Deletions
International Organizations	No Additions or Deletions
Shared-governance corporations	
1999 Corner Brook Canada Winter Games Host Society	Deleted
Beef Industry Development Fund	Added
Canada-Alberta Value-added Industry Development Program	Added
Canada Millennium Scholarship Foundation	Added
Centre national multisport – Montréal	Added
Consortium Multimédia CESAM	Added
Fondation Jacques Gagnon Inc.	Added
Grappe de développement des industries de l'environnement Inc.	Added
Halifax Port Authority	Added
Institut des communications graphiques du Québec	Added
Montreal Port Authority	Added
National Sport Centre – Atlantic Canada	Added
National Sport Centre – Toronto	Added
National Sport Centre – Vancouver	Added
National Sport Centre – Winnipeg	Added
Plastiservices Inc.	Deleted
St. Lawrence Seaway Management Corporation	Added
Vancouver Port Authority	Added

Corporations held under the terms of the *Bankruptcy and Insolvency Act*

Exploration Boréale Inc.	Deleted
Groupe Immobilier Grilli Inc.	Added
InterUnion Financial Corporation	Added
N. Brunswick Rasakti Inc.	Deleted
Sitraco Inc.	Added
Unibex Inc.	Added

MIXED ENTERPRISES

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Fiscal Year End Total Assets (A) Liabilities (L) Auditor	Federal Ownership
Minister of Finance				
Petro-Canada				
To enhance shareholder's value through development, production and distribution of hydrocarbons and other types of fuel and energy.	West Tower 52nd Floor 150-6th Ave. SW Calgary AB T2P 3E3 (403) 296-8000	*Canada Business Corporations Act*, 1975	December 31 A = $8.34B L = $2.93B Arthur Andersen & Company	18.23%

JOINT ENTERPRISES

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Fiscal Year End Total Assets (A) Liabilities (L) Auditor	Federal Ownership
Minister of Industry and Minister responsible for Canada Economic Development				
Société du parc industriel et portuaire Québec-Sud				
To conduct the sale of the corporation's lands and to suggest an alternative solution to two levels of government on the use of the proceeds of this sale since the lands are unsuitable for an industrial infrastructure	Bureau 101 229-A, rue Saint-Omer Lévis QC G6N 6N4 (418) 833-5925	Special act of the Quebec Government (1974)	March 31 A = $2.5M L = $0M Auditor General of Quebec	40%
Minister of Industry and of Western Economic Diversification				
North Portage Development Corporation & The Forks Renewal Corporation				
To foster the social and economic redevelopment of the North Portage area in Winnipeg.	201 - 1 Forks Market Rd. Winnipeg MB R3C 4L9 (204) 943-7752	*Manitoba Corporations Act*, 1983	March 31 A = $110.3M L = $11.3M Deloitte & Touche	33.3%
Minister of Natural Resources				
Lower Churchill Development Corporation Limited				
To establish a basis for the development of all or part of the hydroelectric potential of the Lower Churchill basin and the line transmission of this energy to markets.	PO Box 12700 St. John's NF A1B 3T5 (709) 737-1400	*Newfoundland Companies Act*, 1978	December 31 A = $30M L = $0M Ernst & Young	49%

INTERNATIONAL ORGANIZATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees[1]
Minister of the Environment				
International Lake Memphremagog Levels Board				
A forum for dispute resolution regarding the regulation of the levels of Lake Memphremagog in accordance with international obligations and federal and provincial legislation.	a/s EC Région du Québec Bureau 300 100, boul. Alexis-Nihon St-Laurent QC H4M 2N8 (514) 283-1628	The Board was created pursuant to an agreement between the governments of Canada and the U.S.A.	n/app*	1/2
International Lake of the Woods Control Board				
Lake of the Woods is an international boundary water. The Lake of the Woods Control Board is responsible for the regulation of levels in the Lake of the Woods and Lac Seul and flows in the Winnipeg and English Rivers downstream of these lakes to their junction, in accordance with international obligations and federal and provincial legislation.	a/s EC Service de conservation de l'environnement 4^{e} étage 351, boul. Saint-Joseph Hull QC K1A 0H3 (819) 997-2529	The Board was created pursuant to Section 2 of the *Lake of the Woods Control Board Act* and is further mandated by the Canada-U.S. Boundary Waters Treaty (Convention and Protocol, 1925).	n/app	1/2
International Niagara Committee				
To determine the amount of water available for the purposes of the Treaty and to record the amounts of water used for power diversions.	c/o EC Ontario Region 867 Lakeshore Rd. PO Box 5050 Burlington ON L7R 4A6 (905) 336-4713	The Niagara Diversion Treaty, 1950 as administered by the Department of Foreign Affairs and International Trade and the U.S. State Department	n/app	1/2

[1] For share-capital corporations, a percentage value represents the degree of federal ownership. For entities without share capital, a fraction shows the number of federally appointed members of the entity's board or governing body over the total number of board members.

* n/app – not applicable

INTERNATIONAL ORGANIZATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
Minister of the Environment (continued)				
International Porcupine Caribou Board				
The Board makes recommendations and provides advice on those aspects of the conservation of the Porcupine Caribou Herd and its habitat that require international co-ordination.	c/o EC Pacific and Yukon Region Canadian Wildlife Service 91782 Alaska Hwy. Whitehorse YT Y1A 5B7 (867) 393-6700	Agreement signed by the U.S.A. and Canada on the Conservation of the Porcupine Caribou Herd, 1987	n/app	4/8
North American Commission for Environmental Co-operation – Joint Public Advisory Committee				
The Committee provides advice to the Council of the North American Commission for Environmental Co-operation on matters within the scope of the North American Agreement on Environmental Co-operation, a "side agreement" to the North American Free Trade Agreement.	Pièce 200 393, rue Saint-Jacques O Montréal QC H2Y 1N9 (514) 350-4300	The Committee was created pursuant to the North American Agreement on Environmental Co-operation	n/app	5/15
Minister of Finance				
European Bank for Reconstruction and Development				
To develop a vibrant private sector and to help foster the transition from centrally planned economies to market economies in the new Europe.	One Exchange Square London, England EC2A 2EH 44-171-338-6000	*European Bank for Reconstruction and Development Agreement Act*, 1991	Arthur Andersen	3.66%
International Bank for Reconstruction and Development				
To assist in the reconstruction and development of territories of member countries.	1818-H Street NW Washington, DC 20433 U.S.A. (202) 623-1000	*Bretton Woods and Related Agreements Act*, 1945	Price Waterhouse	2.96%

INTERNATIONAL ORGANIZATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
Minister of Finance (continued)				
International Development Association				
To promote economic development, increase productivity and thus raise standards of living in the less developed areas of the world.	1818-H Street NW Washington, DC 20433 U.S.A. (202) 477-1234	Articles of Agreement, 1960, *International Development Association Act*, 1960	Price Waterhouse	3.01%
International Finance Corporation				
To further economic development by encouraging the growth of productive enterprises in member countries, supplementing the activities of the International Bank for Reconstruction and Development.	2121 Pennsylvania Ave. Washington, DC 20433 U.S.A. (202) 473-1234	Articles of Agreement; Vote 731, *Appropriation Act No. 6*, 1956	Price Waterhouse	3.65%
International Monetary Fund				
To promote economic welfare by encouraging the expansion of trade, the maintenance of orderly exchange arrangements, and the reduction of balance of payments.	700-19th St. NW Washington, DC 20431 U.S.A. (202) 623-7430	Agreement signed by member countries, 1945	External Audit Committee	2.97%
Multilateral Investment Guarantee Agency				
To encourage the flow of investments for productive purposes among member countries, thus supplementing the activities of the International Bank for Reconstruction and Development, the International Finance Corporation and other international development finance institutions.	1818-H Street NW Washington, DC 20433 U.S.A. (202) 477-6167	*Bretton Woods and Related Agreements Act*, 1988	Price Waterhouse	2.97%

INTERNATIONAL ORGANIZATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
Minister of Foreign Affairs				
African Development Bank				
To contribute to the economic development and social advancement of the member countries, individually and collectively. To contribute to the achievement of Canada's development assistance, foreign policy and trade objectives in Africa.	01, PO Box 1387 Abidjan 01 Ivory Coast Africa 011-225-20-44-44	Agreement signed by member countries, 1963 and the *International Development (Financial Institutions) Continuing Assistance Act*	Deloitte & Touche; and Akintola Williams and Hussan Inc.	3.16%
Asian Development Bank				
To promote the economic and social advancement of developing country members. To contribute to the achievement of Canada's development assistance, foreign policy and trade objectives in Asia.	PO Box 789 1099 Manila Philippines 011-632-711-3851	Agreement signed by member countries, 1965 and the *International Development (Financial Institutions) Continuing Assistance Act*	Deloitte & Touche	5.38%
Caribbean Development Bank				
To contribute to the harmonious economic growth and development of the member countries, and integration among them, having special and urgent regard to the needs of the less developed members of the region. To contribute to the achievement of Canada's development assistance, foreign policy and trade objectives.	PO Box 408 Wilday, St. Michael Bridgetown Barbados 1-8-246-429-3550	Agreement signed by member countries, 1969 and the *International Development (Financial Institutions) Continuing Assistance Act*	Price Waterhouse	8.37%

INTERNATIONAL ORGANIZATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federal Ownership or Board Appointees
Minister of Foreign Affairs (continued)				
Inter-American Development Bank				
To contribute to the acceleration of the process of economic/social development of the regional developing member countries, individually or collectively. To contribute to the achievement of Canada's development assistance, foreign policy and trade objectives.	1300 New York Ave. NW Washington, DC 20577 U.S.A. (202) 623-1000	Agreement signed by member countries, 1959 and the *International Development (Financial Institutions) Continuing Assistance Act*	Price Waterhouse	4.05%
International Boundary Commission				
To maintain the demarcation and cartographic representation of the land and water boundary between Canada and the United States, and to regulate all construction within three metres of the boundary line.	Room 571 615 Booth St. Ottawa ON K1A 0E9 (613) 995-4341	*Treaty of Washington, 1908; International Boundary Commission Act*, 1960	n/app	1/2
Minister of Veterans Affairs				
Commonwealth War Graves Commission				
To mark and maintain graves and memorials and keep records of the members of the Forces of the Commonwealth who died in the two World Wars.	2 Marlow Rd. Maidenhead Berkshire, U.K. SL6 7DX (0628) 34221	Royal Charter, 1917	Coopers Lybrand & Deloitte	1/10

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members[2]
Minister of Agriculture and Agri-Food				
Agriculture Institute of Management in Saskatchewan, Inc. (AIMS)				
To co-operate with the federal and provincial governments in the implementation of the Canadian Farm Business Management Program in Saskatchewan.	Room 125 3085 Albert St. Regina SK S4S 0B1 (306) 787-5964	Section 4(a) of the *Department of Agriculture and Agri-Food Act*	Mintz & Wallace	4/12
Agri-Food Innovation Fund				
To support the development of emerging primary and value-added agriculture sectors by providing assistance for research, development and infrastructure needs, and to facilitate transition to a more market driven economy for the Saskatchewan agri-food industry.	Room 329 3085 Albert St. Regina SK S4S 0B1 (306) 780-8262	*The Crown Corporations Act*, 1993 (Sask.) and *The Agri-Food Innovation Act*, 1995 (Sask.)	Saskatchewan Provincial Auditor	6/12
B.C. Investment Agriculture Foundation (BCIAF)				
To manage the decision making and delivery of British Columbia's allocation of safety net funding.	PO Box 8248 Victoria BC V8W 3R9 (250) 356-1830	*Society Act* of the province of British Columbia	To be appointed	1/13

[2] This fraction shows the number of federally appointed members of the entity's board or governing body over the total number of board members.

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Beef Industry Development Fund				
The Beef Industry Development Fund was established by federal-provincial agreement as a successor of the National Tripartite Stabilization Program for Beef. The provinces of British Columbia, Alberta, Saskatchewan, Manitoba and Ontario have contributed funds which the federal government will match to support beef industry development projects in the areas of international and domestic market development, research and training.	Canadian Cattleman's Association 215-6715 8th Street NE Calgary AB T2E 7H7 (403) 275-8558	Federal-Provincial Agreement-National Transition Scheme for Feeder Calves, Feeder Cattle and Slaughter Cattle, *Farm Income Protection Act*	BDO Dunwoody (Calgary)	4/13
Canada-Alberta Beef Industry Development Fund				
To enhance research and industry development activities with the objective of promoting the competitiveness of the beef industry in Alberta.	Alberta Cattle Commission 215-6715 8th Street NE Calgary AB T2E 7H7 (403) 275-8558	Canada-Alberta Beef Industry Development Companion Agreement, *Farm Income Protection Act*	BDO Dunwoody (Calgary)	1/7
Canada-Alberta Hog Industry Development Fund				
To enhance research and industry development activities with the objective of promoting the competitiveness of the hog industry in Alberta.	Alberta Pork Producers Development Corporation 10319 Princess Elizabeth Ave. Edmonton AB T5G 0Y5 (403) 474-8288	Canada-Alberta Hog Industry Development Companion Agreement and Amending Agreement, *Farm Income Protection Act*	KPMG	1/7

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Canada-Alberta Sugar Beet Industry Development Fund				
To enhance research and industry development activities with the objective of promoting the competitiveness of the sugar beet industry in Alberta.	Alberta Sugar Beet Growers' Marketing Board 4900-50th Street Taber AB T1G 1T3 (403) 223-1110	Canada-Alberta Sugar Beet Industry Development Companion Agreement, *Farm Income Protection Act*	Dawson, Berezan & Partners (Lethbridge)	1/7
Canada-Alberta Value-added Industry Development Program				
To encourage and promote research and development activities of the value-added agricultural sector in Alberta.	AVAC Ltd. Suite 103 6815-8th Street NE Calgary AB T2E 7H7 (403) 274-2774	Canada-Alberta Value-added Industry Development Program Companion Agreement, *Farm Income Protection Act*	KPMG	1/7
Canada-Manitoba Agri-Food Research and Development Initiatives				
To initiate, encourage, promote, and conduct innovative research and development projects that contribute to the economic well-being of Canada and Manitoba.	Administrator Manitoba Association of Agricultural Societies PO Box 72 Morris MB R0G 1K0 (204) 758-3056	Canada-Manitoba Agri-Food Research and Development Initiatives Companion Agreement, *Farm Income Protection Act*	To be appointed	6/13
Canada-Newfoundland Agri-Food Innovation Fund				
To provide financial assistance to Newfoundland farmers for the development of primary and value-added agricultural sectors in Newfoundland and Labrador.	Department of Forest Resources and Agrifoods PO Box 8700 St. John's NF A1B 4J6 (709) 729-5090	Canada-Newfoundland and Labrador Agri-Food Innovation Agreement, *Farm Income Protection Act*	Newfoundland Provincial Auditor	1/4

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Canadian Farm Business Management Council (CFBMC)				
To monitor and provide guidance on the implementation of the Canadian Farm Business Management Program; promote and encourage the application of sound farm business management principles and practices; and encourage, co-ordinate and fund projects undertaken on a national, regional, multi-provincial or provincial basis.	Suite 908 75 Albert St. Ottawa ON K1P 5E7 (613) 237-9060	Section 4(a) of the *Department of Agriculture and Agri-Food Act*	Deloitte & Touche	2/22
Canadian International Grains Institute				
To promote, on a non-profit basis for the general advantage of Canada, the development, maintenance and enlargement of Canadian and international markets for Canadian grains and oilseeds and the products thereof.	Suite 1000 303 Main St. Winnipeg MB R3C 3G7 (204) 983-3289	*Canada Corporations Act*, 1972	Deloitte & Touche	5/5
Canadian Livestock Records Corporation				
To perform services for and on behalf of members of the fifty Breed Associations. To ensure the maintenance of the Breed Associations' Herd Books, and to maintain the General Stud and Herd Book.	2417 Holly Lane Ottawa ON K1V 0M7 (613) 731-7110	*Animal Pedigree Act*, 1988	Ernst & Young	1/6

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Centre de développement du porc du Québec Inc.				
To promote the development and use of new technologies that could improve quality, efficiency and profitability of the Quebec hog industry, with respect to environment.	Bureau 340 2795, boul. Laurier Sainte-Foy QC G1V 4M7 (418) 650-2440	3e partie de la *Loi sur les compagnies du Québec*	Samson Bélair	1/19
Conseil de recherches en pêche et agroalimentaire du Québec (CORPAQ)				
To advise the Minister of Agriculture, Fisheries and Food Quebec on research and development activities to encourage dialogue in order to help the bio-food sector further the goal of sustainable development.	Direction de la recherche MAPAQ 200, chemin St. Foy Quebec QC G1R 4X6 (418) 646-5774	Gouvernement du Québec; *Loi sur le vérificateur général*	Auditor General of Quebec	1/15
Conseil pour le développement de l'agriculture du Québec (CDAQ)				
To administer the funds allocated to Québec by the federal government to the agriculture sector under the Canadian Adaptation and Rural Development (CARD) Fund.	555, boul. Roland-Therrien Longueuil QC J4H 3Y9 (514) 679-0530	3e partie de la *Loi sur les compagnies du Québec*	Groupe Mallette Maheu	1/11
Fonds québécois d'adaptation des entreprises agroalimentaires				
To administer the funds allocated to Québec by the federal government to promote the agri-food industry's adaptation to the new situation resulting from market deregulation and the abolition of several traditional measures for obtaining financial assistance.	Suite 200 9001, boul. de l'Acadie Montréal QC H4N 3H7 (514) 858-2000	3e partie de la *Loi sur les compagnies du Québec*	Samson Bélair, Deloitte & Touche	2/13

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
GEAGRI				
To contribute to the development of agriculture management and economy through the gathering of partners for the realization of activities, tools and services suited for customers' needs.	9e étage 200 chemin St. Foy Quebec QC G1R 4X6 (418) 646-5772	Gouvernement du Québec : *Loi sur l'inspecteur général des institutions financières*	Groupe Mallette Maheu	1/16
Manitoba Crop Diversification Centre (MCDC)				
An industry-led initiative with a mandate to identify, evaluate, demonstrate and facilitate the use of new crops, technologies and value added opportunities in a sustainable agricultural system. MCDC has three owned sites and two partnership sites representing a range of soil and climates. Much of the centre's work is carried out in co-operation with outside agencies, groups and individuals. The centre provides a variety of assistance for research and demonstration activities, including technical support and use of its facilities and land.	PO Box 309 Carberry MB R0K 0H0 (204) 834-6000	*Prairie Farm Rehabilitation Act*	Myers, Norris & Penny Auditor General of Canada	3/9

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
New Brunswick Biotechnology and Technological Innovation Centre of Excellence Inc. (BioAtlantech)				
To strengthen New Brunswick's rural and resource-based economy through the development, application and commercialization of biotechnology and technological innovations.	New Brunswick Department of Agriculture and Rural Development PO Box 636 Fredericton NB E3B 5A6 (506) 444-2444	New Brunswick Biotechnology Centre of Excellence Endowment Fund Agreement, *Department of Agriculture and Agri-Food Act.* Provincially incorporated under the laws of the Province of New Brunswick.	Teed, Saunders, Doyle Co. (Fredericton)	1/19
Nova Scotia Apple Industry Development Fund				
To undertake activities to enhance the ability of the Nova Scotia apple industry to compete in the domestic and international marketplace.	Nova Scotia Department of Agriculture & Marketing MacRae Library 137 College Rd. PO Box 550 Truro NS B2N 5E3 (902) 893-6511	Canada-Nova Scotia Agreement, National Transition Scheme for Apples in Nova Scotia, Schedule B: Apple Industry Fund; *Farm Income Protection Act*	To be appointed	2/8
Nova Scotia Research and Development for Grain and Forage				
To provide financial assistance to Nova Scotia farmers for long-term industry-supported grain and forage initiatives in Nova Scotia.	Nova Scotia Department of Agriculture & Marketing MacRae Library 137 College Rd. PO Box 550 Truro NS B2N 5E3 (902) 893-6511	Canada-Nova Scotia Research and Development Program for Grain and Forage Agreement, *Farm Income Protection Act*	To be appointed	1/5

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Nova Scotia Technology Development 2000				
To provide financial assistance to Nova Scotia farmers for long-term industry-supported agricultural research in Nova Scotia.	Nova Scotia Department of Agriculture & Marketing MacRae Library 137 College Rd. PO Box 550 Truro NS B2N 5E3 (902) 893-6511	Canada-Nova Scotia Research Technology 2000 Development Agreement, *Farm Income Protection Act*	To be appointed	2/8
Ontario Agriculture Training Institute (OATI)				
To co-operate with the federal and provincial governments in the implementation of the Canadian Farm Business Management Program in Ontario.	Suite 405 491 Eglinton Ave. W Toronto ON M5N 1A8 (416) 485-3677	Section 4(a) of the *Department of Agriculture and Agri-Food Act*	Deloitte & Touche	1/17
Ontario Safety Net Research and Development Fund				
To improve the long-term competitive position and increase the diversity of the Ontario agriculture and food sector. The fund is administered by the Agricultural Adaptation Council for Ontario.	Agricultural Adaptation Council 90 Woodlawn Rd. W Guelph ON N1H 1B2 (519) 822-7554	*Agricultural and Horticultural Organizations Act*, Province of Ontario R.S.O., 1990, c. A.9. Provincially incorporated in 1995.	Hillson and Co. (Guelph)	1/12
POS Pilot Plant Corporation				
To be a practical world-class research and development facility for Canadian and international industry so that secondary and tertiary industry can be started and developed in Canada.	118 Veterinary Rd. Saskatoon SK S7N 2R4 (306) 975-7066	*Canada Corporations Act*, 1973	KPMG Peat Marwick Thorne	2/18

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Agriculture and Agri-Food (continued)				
Western Grains Research Foundation				
To initiate, encourage, support and conduct research into grain production and into economic and market development of grain products.	118 Veterinary Rd. Saskatoon SK S7N 2R4 (306) 975-0060	*Canada Corporations Act*, 1981	Coopers & Lybrand	1/18
Minister of Canadian Heritage				
2001 London Alliance Canada Summer Games Host Society Inc.				
To plan, organize, manage, promote, finance, conduct, operate and supervise the 2001 Canada Games on behalf of Canada, the Province of Ontario, The London Alliance and the Canada Games Council and other complementary purposes.	3397 White Oak Rd. London ON N6E 3A1 (519) 690-2001	*The Corporations Act* (Ontario) 1997	To be appointed	1/10
Association for the Export of Canadian Books				
To promote the export of Canadian books. To administer the export budget for the Department of Canadian Heritage's Book Publishing Industry Development Program.	Suite 504 1 Nicholas St. Ottawa ON K1N 7B7 (613) 562-2324	*Canada Corporations Act*, 1972	Robert B. Shortley	2/12
Calgary Olympic Development Association				
To foster the development of Canadian winter sport athletes, administer the Olympic Endowment Funds, and operate and maintain Canada Olympic Park.	88 Canada Olympic Rd. SW Calgary AB T2M 4N3 (403) 247-5416	*Society Act of Alberta*, 1979	Price Waterhouse	1/20

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Canadian Heritage (continued)				
Canada Games Council				
To provide a major national multi-sport event for the best young athletes in all provinces and territories.	1600 James Naismith Drive Gloucester ON K1B 5N4 (613) 748-5799	*Canada Corporations Act*, 1991	Deloitte & Touche	1/10
Canadian Television Fund, The (formerly "Canada Television and Cable Production Fund")				
To increase the broadcast presence of high quality Canadian programs and to enhance the Canadian broadcasting and production sector.	Suite 802 45 Charles St. E Toronto ON M4Y 1S2 (416) 975-4941	*Canada Corporations Act*, Part II, 1996	KPMG	3/16
Centre national multisport – Montréal				
To help top-flight athletes training for the Olympic Games, world championships and other global competitions to reach their highest level of performance.	1000, rue Émile-Journeault Montréal QC H2M 2E7 Tél : (514) 872-1999 Fax : (514) 872-2058	Partie 3, *Loi sur les compagnies* (Québec) 1997	Gosselin et associés	1/10
Coaching Association of Canada				
To improve the formal training of coaches through the National Coaching Certification Program and related programs, and to consolidate a profession of coaching that will ensure that job opportunities are matched by qualified candidates.	1600 James Naismith Drive Gloucester ON K1B 5N4 (613) 748-5624	*Canada Corporations Act*, 1971	Ouseley Hanvey Clipsham Deep	4/12
Le Consortium de télévision Québec Canada Inc. (TV5)				
Promote the French language throughout the world through a specialty television service.	Bureau 101 1755, Boul. René-Lévesque E Montreal QC H2K 4P6 (514) 522-5322	*Canada Corporations Act*, Part II, 1991	Samson Bélair Deloitte & Touche	3/20

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Canadian Heritage (continued)				
National Sport Centre – Atlantic Canada				
To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.	Suite 308 5516 Spring Garden Rd. Halifax NS B3J 3G6 Tel.: (902) 425-5622 Fax: (902) 425-5928	*Nova Scotia Act*, 1999	Deloitte & Touche	1/14
National Sport Centre – Calgary				
To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.	c/o Faculty of Physical Education University of Calgary 2500 University Drive NW Calgary AB T2N 1N4 (403) 220-8196	*Society Act of Alberta*, 1994	Price Waterhouse	1/11
National Sport Centre – Greater Victoria (formerly "Commonwealth Centre for Sport Development")				
To establish and operate a national sport centre, dedicated to developing standards of high performance and competitive excellence in athletes and coaches, within domestic and international amateur sports.	4636 Elk Drive Victoria BC V8Z 5M1 (250) 744-3583	*Society Act of B.C.*, 1988	Norgaard, Neale, Campden Ltd.	1/12
National Sport Centre – Toronto				
To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.	c/o Ontario Sport and Recreation Centre Suite 302 1185 Eglinton Ave. E North York ON M3C 3C6 Tel.: (416) 426-7184 Fax: (416) 426-7254	*Canada Corporations Act* (Ontario) 1998	James G.A. Gibbs	1/12

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Canadian Heritage (continued)				
National Sport Centre – Vancouver				
To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.	c/o Sport B.C. 509-1367 East Broadway Vancouver BC V6H 4A9 Tel.: (604) 737-3024 Fax: (604) 737-3097	*Society Act of BC*, 1998	To be appointed	1/10
National Sport Centre – Winnipeg				
To support high-performance athletes to achieve podium performances at international competitions through a holistic development process.	c/o University of Manitoba Frank Kennedy Centre Room 138 17 Dafoe Rd. Winnipeg MB R3T 2N2 Tel.: (204) 474-6604 Fax: (204) 474-7634	*Corporate Act of Manitoba*	Hemingway Silver	1/14
Pan American Games Society (WPG 1999) Inc.				
To plan, organize and stage the 1999 Pan American Games in Winnipeg.	12th Floor 433 Main St. Winnipeg MB R3B 1B3 (204) 985-1999	*The Corporations Act* (Manitoba) 1994	Price Waterhouse	3/15
Sport Information Resource Centre				
To maintain a non-profit national sport information resource centre to serve the educational needs of those involved in the development of sport and fitness in Canada.	1600 James Naismith Drive Gloucester ON K1B 5N4 (613) 748-5658	*Canada Corporations Act*, 1987	Guindon Charron	1/11

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of the Environment				
Wildlife Habitat Canada				
To promote the conservation, restoration and enhancement of wildlife habitat in Canada in order to retain the diversity, distribution and abundance of wildlife.	Suite 200 7 Hinton Ave. N Ottawa ON K1Y 4P1 (613) 722-2090	*Canada Corporations Act*, 1984	KPMG Peat Marwick Thorne	6/10
Minister of Fisheries and Oceans				
International Fisheries Commissions Pension Society				
To arrange for and administer the provision of pensions and insurance for Canadian employees of any international fisheries commission whose seat or headquarters is established and maintained by Canada or the U.S., or both.	c/o Fisheries and Oceans 200 Kent St. Ottawa ON K1A 0E6 (613) 993-1860	*Canada Corporations Act*, 1957	Director General Corporate Review, Evaluation and Audit Directorate, Fisheries and Oceans	4/8
Minister of Foreign Affairs				
Asia-Pacific Foundation of Canada				
To develop closer ties between the peoples and institutions of Canada and the Asia-Pacific region.	Suite 666 999 Canada Place Vancouver BC V6C 3E1 (604) 684-5986	*Asia-Pacific Foundation of Canada Act*, 1984	Arthur Andersen & Company	10/17
International Centre for Human Rights and Democratic Development				
To promote and support co-operation between Canada and other countries for the purpose of developing and strengthening human rights institutions.	1st Floor 63, rue de Brésoles Montreal QC H2Y 1V7 (514) 283-6073	*International Centre for Human Rights and Democratic Development Act*, 1988	Auditor General of Canada	13/13

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Foreign Affairs (continued)				
Roosevelt Campobello International Park Commission				
To administer as a memorial the Roosevelt Campobello International Park.	PO Box 9 Welshpool Campobello Is. NB E0G 3H0 (506) 752-2992	*The Roosevelt Campobello International Park Commission Act*, 1964	Foster, Carpenter, Black & Co.	4/6
Minister of Health				
Canadian Centre on Substance Abuse				
To promote increased public awareness and participation on the part of Canadians regarding alcohol and drug related issues; to disseminate information on the nature, extent and consequences of substance abuse, and to support and assist organizations involved in substance abuse treatment prevention and educational programming.	Suite 300 75 Albert St. Ottawa ON K1P 5E7 (613) 235-4048	*Canadian Centre on Substance Abuse Act*, 1988	McIntyre & McLarty	6/9
PARTICIPaction				
To inform Canadians about the positive benefits of physical fitness and to motivate them to adopt healthy, physically active lifestyles. To promote fitness through participation in sport and physical recreation.	Suite 220 40 Dundas St. W Toronto ON M5G 2C2 (416) 977-7467	*Canada Corporations Act*, 1971	KPMG Peat Marwick Thorne	1/20

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Health (continued)				
Terry Fox Humanitarian Award Inc.				
To encourage Canadian youth to seek high ideals as represented by Terry Fox by granting commemorative scholarships for the pursuit of higher education; to establish, maintain and manage an endowment fund.	c/o Simon Fraser University Burnaby BC V5A 1S6 (604) 291-3057	*Canada Corporations Act*, 1980	Ouseley Hanvey Clipsham Deep	3/12
Minister of Human Resources Development and Minister of Finance				
Canada Millennium Scholarship Foundation				
To grant scholarships to students who are in financial need and who demonstrate merit in order to improve access to post-secondary education and reduce student debt.	Suite 800 1000 Sherbrooke St. W Montreal PQ H3A 3R2	*Budget Implementation Act*, 1998	Ernst & Young LLP	6/15
Minister of Indian Affairs and Northern Development				
Northern Native Fishing Corporation				
To preserve a fleet of fishing vessels and related licences for the long-term benefit of native fishers, and to foster their development as independent business operators.	Site 19, Comp. 45 R.R. 3 Station Main Kitsum kalum Reserve Terrace BC V8G 4R6 (250) 638-0986	*British Columbia Companies Act*, 1982	Carlyle Shepherd & Co.	1/7
Minister of Industry				
Canada Foundation for Innovation				
To strengthen Canadian capability for research by committing funds to the development of research infrastructure in Canada.	350 Albert St. PO Box 77 Ottawa ON K1R 1A4 (613) 947-6496	*Budget Implementation Act*, 1997	To be appointed	7/15

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Industry and Minister Responsible for Canada Economic Development				
Association québécoise des bio-industries				
To provide services to businesses in the biotechnology industry (marketing, technology transfer and lobbying).	Bureau 100 155, boul. Chomedey Chomedey QC H7B 3Z1	*Loi sur les compagnies du Québec*, 1995	Campeau Vachon	1/13
Association québécoise des fabricants de l'industrie médicale				
To provide services to businesses in the medical devices sector (marketing, technology transfer and lobbying).	8475, av. Christophe- Colomb CP 175 Succursale Youville Montréal QC H2P 2V4	*Loi sur les compagnies du Québec*, 1987	Samson Bélair Deloitte & Touche	2/15
Centre d'entreprises et d'innovation de Montréal				
To provide services to businesses starting up, particularly in the areas of technology and fashion.	33, rue Prince Montréal QC H3C 2M7	*Loi sur les compagnies du Québec*, 1995	Raymond Chabot Grant Thornton	1/18
Centre de promotion du logiciel québécois				
To assist Quebec software companies in the development of productive contacts and partnerships in the marketing of their products.	Bureau 600 407, boul. St-Laurent Montréal QC H2Y 2Y5	*Loi sur les compagnies du Québec*, 1990	Raymond Chabot Grant Thornton	1/15
Consortium Multimédia CESAM				
To promote Quebec technology firms by postering integration projects involving new applications, services and multimedia contents.	Bureau 300 335, boul. de Maisonneuve E Montréal QC H2X 1K1	*Loi sur les compagnies du Québec*, 1995	KPMG	1/15

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Industry and Minister Responsible for Canada Economic Development (continued)				
Fondation du maire de Montréal pour la Jeunesse				
To assist young disadvantaged Montrealers who are contributing to Montreal's economic development by starting their own businesses.	Bureau 4.106 275, rue Notre-Dame E Montréal QC H2Y 1C6 (514) 872-8401	*Loi sur les compagnies du Québec*, 1995	Auditor of the City of Montreal	1/17
Fondation Jacques Gagnon Inc.				
To promote entrepreneurship in Quebec through the "Fondation de l'Entrepreneurship du Québec".	Bureau 250 160-76e rue Est Charlesbourg QC G1H 7H6	*Loi sur les compagnies du Québec*, 1980	Raymond Chabot Grant Thornton	2/25
Fonds de développement-emploi Montréal				
To promote the economic development of the most disadvantaged areas of Montreal by providing capital funding to small local businesses through a capital investment fund.	Bureau 100 5703, rue Sherbrooke E Montréal QC H1N 3M1	*Loi sur les compagnies du Québec*, 1988	Mallette Maheu	1/11
Grappe de développement des industries de l'environnement Inc.				
To promote and support development of environmental industries in Quebec.	878, Abbé-Primeau Boucherville QC J4B 3P8	*Loi sur les compagnies du Québec*, 1995	Raymond Chabot Grant Thornton	1/20
Institut de commerce électronique (previously "Institut EDI du Québec")				
To promote and encourage companies in the use of electronic document transfers and electronic trade technologies.	Centre de commerce mondial Niveau Mezzanine Bureau CT-228 393, St-Jacques O Montréal QC H2Y 1N9	*Loi sur les compagnies du Québec*, 1990	Samson Bélair Deloitte & Touche	1/11

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Industry and Minister Responsible for Canada Economic Development (continued)				
Institut de design Montréal				
To promote design as an economic value and to increase the exposure of designers on the local and international scenes.	Niveau 3 390, rue St-Paul E Montréal QC H2Y 1H2	*Loi sur les compagnies du Québec*, 1989	Raymond Chabot Grant Thornton	1/18
Institut des communications graphiques du Québec				
To promote applied research and experimental development services for printing and publishing sector.	999, av. Émile-Journault E Montréal QC H2M 2E2	*Loi sur les compagnies du Québec*, 1995	Raymond Chabot Grant Thornton	1/15
Montréal International				
To promote the Greater Montreal area at an international level.	Bureau 3200 380, rue St-Antoine O Montréal QC H2Y 3X7	*Loi sur les compagnies du Québec*, 1988	Raymond Chabot Grant Thornton	1/22
Minister of Natural Resources				
Canada-Newfoundland Offshore Petroleum Board				
To administer the relevant provisions of the *Canada-Newfoundland Atlantic Accord Implementation Acts* as enacted by the Parliament of Canada and the Legislature of Newfoundland and Labrador. The Board is funded by equal contributions from both the federal and provincial governments.	TD Place 5th Floor 140 Water St. St. John's NF A1C 6H6 (709) 778-1400	The *Canada-Newfoundland Atlantic Accord Implementation Acts*, 1987	Deloitte & Touche	3/7

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Natural Resources (continued)				
Canada-Nova Scotia Offshore Petroleum Board				
To administer the relevant provisions of the *Canada-Nova Scotia Offshore Petroleum Resources Accord Implementation Acts* as enacted by the Parliament of Canada and the Legislature of Nova Scotia. The Board is funded by both the federal and provincial governments with equal contributions.	TD Centre 6th Floor 1791 Barrington St. Halifax NS B3N 3K9 (902) 422-5588	The *Canada-Nova Scotia Offshore Petroleum Resources Accord Implementation Act*, 1988	Deloitte & Touche	2/5
Forest Engineering Research Institute of Canada				
To conduct research and development aimed at improving the efficiency of operations relating to the harvesting and transportation of wood and to improving the equipment used for silvicultural and private woodlots forestry.	580, boul. Saint-Jean Pointe-Claire QC H3R 3J9 (514) 694-1140	*Canada Corporations Act*, 1976	Samson Bélair Deloitte & Touche	3/22
Forintek Canada Corporation				
To be the leading force in the technological advancement of the Canadian wood products industry, through creation and implementation of innovative concepts, processes, products, and education programs.	University of British Columbia 2665 East Mall Vancouver BC V6T 1W5 (604) 224-3221	*Canada Corporations Act*, 1979	Coopers & Lybrand	2/26

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Natural Resources (continued)				
Maritime Forestry Complex Corporation				
To establish a Maritime Provinces Regional Forestry Complex.	Hugh John Flemming Forestry Centre RR 10 Fredericton NB E3B 6H6 (506) 453-3801	*Maritime Forestry Complex Corporations Act*, New Brunswick, 1980	Deloitte & Touche	3/10
Pulp and Paper Research Institute of Canada				
To enhance the technical competitiveness of its member companies through activities that support and supplement their own research and technical efforts.	570, boul. Saint-Jean Pointe-Claire QC H9R 3J9 (514) 630-4100	*Canada Companies Act*, 1950	Samson Bélair Deloitte & Touche	2/22
Tree Canada Foundation (previously "National Community Tree Foundation")				
To promote public awareness and education regarding Canada's forests, to provide leadership and community action in building the conservation ethic in Canada and in co-ordinating actions and soliciting co-operation and funding, in support of tree planting and forest conservation.	Suite 1550 220 Laurier Ave. W Ottawa ON K1P 5Z9 (613) 567-5545	*Canada Corporations Act*, 1991	KPMG Peat Marwick Thorne	1/12
Minister of Transport				
Blue Water Bridge Authority				
To acquire, hold, operate, maintain, repair and add to the Canadian portion of the Blue Water Bridge between Point Edward, Ontario and Port Huron, Michigan.	Bridge Street Point Edward ON N7V 4J5 (519) 336-2720	*Blue Water Bridge Authority Act*, 1964	Deloitte & Touche	4/4

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Transport (continued)				
Buffalo and Fort Erie Public Bridge Authority				
To construct, maintain and operate the Peace Bridge between Buffalo, New York and Fort Erie, Ontario.	Suite 232 10 Queen St. Fort Erie ON L2A 6M4 (905) 871-1608	*An Act respecting the Buffalo and Fort Erie Public Bridge Company*, 1934	Ernst & Young	5/10
CANADA PORT AUTHORITIES				
To manage the marine infrastructure and services in a commercial manner that encourages, and takes into account, input from users and the community in which the port is located.				
Halifax Port Authority	1215 Marginal Rd. Pier 19 Halifax NS B3N 3N4	*Canada Marine Act*, 1999	To be confirmed	5/7
Montreal Port Authority	Port of Montreal Building Cité du Havre Montreal QC H3C 3R5	*Canada Marine Act*, 1999	To be confirmed	5/7
Vancouver Port Authority	1900-200 Granville St. Vancouver BC V6C 2P9	*Canada Marine Act*, 1999	To be confirmed	6/9
CANADIAN AIRPORT AUTHORITIES				
The mandate of a Canadian Airport Authority is to manage, operate and develop the airport(s) for which it is responsible in a safe, secure, efficient, cost effective and financially viable manner with reasonable airport user charges and equitable access to all air carriers; to undertake and promote the development of the airport lands for which it is responsible for uses compatible with air transportation activities; and to expand transportation facilities and generate economic activity in ways that are compatible with air transportation activities.				
Calgary Airport Authority	Calgary International Airport 2000 Airport Rd. NE Calgary AB T2E 6W5	*Regional Airports Authority Act*	Price Waterhouse	2/18
Charlottetown Airport Authority Inc.	Suite 132 250 Maple Hills Ave. Charlottetown PEI C1C 1N2	*Canada Corporations Act*, Part II	To be appointed	2/10

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Transport (continued)				
CANADIAN AIRPORT AUTHORITIES *(continued)*				
Gander International Airport Authority Inc.	PO Box 392 Gander NF A1V 1W8	*Canada Corporations Act*, Part II	To be appointed	2/14
Greater Fredericton Airports Authority Inc.	c/o Fredericton Chamber of Commerce Suite 204 358 King St. Fredericton NB E3B 1E3	*Canada Corporations Act*, Part II	To be appointed	3/12
Greater London International Airport Authority	Suite 303 252 Pall Mall St. London ON N6A 5P6	*Canada Corporations Act*, Part II	To be appointed	2/11
Greater Moncton Airport Authority Inc.	Unit 12 1575 Champlain St. Dieppe NB E1A 7P5	*Canada Corporations Act*, Part II	To be appointed	3/13
Greater Toronto Airports Authority	PO Box 6031 Toronto AMF ON L5P 1B2	*Canada Corporations Act*, Part II	Deloitte & Touche	2/15
Halifax International Airport Authority	PO Box 40 Elmsdale NS B0N 1M0	*Canada Corporations Act*, Part II	To be appointed	2/13
Ottawa Macdonald-Cartier International Airport Authority	50 Airport Rd. Gloucester ON K1V 9B4	*Canada Corporations Act*, Part II	Deloitte & Touche	2/15
Regina Airport Authority	1-5201 Regina Ave. Regina SK S4W 1B3	*Canada Corporations Act*, Part II	To be appointed	3/15
Saint John Airport Inc.	c/o New Brunswick Telephone Co. Ltd. One Brunswick Square PO Box 1430 Saint John NB E2L 4K2	Incorporated provincially	To be appointed	3/12

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Transport (continued)				
CANADIAN AIRPORT AUTHORITIES *(continued)*				
Saskatoon Airport Authority	Suite 3 2625 Airport Drive Saskatoon SK S7K 0B3	*Canada Corporations Act*, Part II	To be appointed	3/15
Société aéroportuaire de Québec	Aéroport internationale Jean Lesage Pièce 600 6e av. Sainte-Foy QC G2E 5W1	*Canada Corporations Act*, Part II	To be appointed	2/13
St. John's International Airport Authority	Unit 301 38 Pearson St. St. John's NF A1A 3R1	*Canada Corporations Act*, Part II	To be appointed	3/14
Thunder Bay International Airports Authority Inc.	340-100 Princess St. Thunder Bay ON P7B 4W5	*Canada Corporations Act*, Part II	Ernst & Young	2/9
Victoria Airport Authority	1640 Electra Blvd. Box 201 Sydney BC V8L 5V4	*Canada Corporations Act*, Part II	KPMG	2/14
Winnipeg Airports Authority Inc.	Admin. Bldg. Room 249 2000 Wellington Ave. Winnipeg MB R3H 1C1	*Canada Corporations Act*, Part II	KPMG	2/15
HARBOUR COMMISSIONS				
To manage and control the harbour and the works and property therein under its jurisdiction. To develop the port and act as a catalyst in the utilization of port facilities in furthering trade nationally and internationally.				
Fraser River Harbour Commission	Suite 500 713 Columbia St. New Westminster BC V3M 1B2 (604) 524-6655	*Harbour Commissions Act*, 1985	Grant Thornton	5/7

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Transport (continued)				
HARBOUR COMMISSIONS *(continued)*				
Hamilton Harbour Commissioners, The	605 James St. N Hamilton ON L8L 1K1 (905) 525-4330	*Hamilton Harbour Commissioners Act*, 1957	Price Waterhouse Coopers	2/3
Nanaimo Harbour Commission	104 Front St. PO Box 131 Nanaimo BC V9R 5K4 (604) 753-4146	*Harbour Commissions Act*, 1985	Bestwick and Partners	3/5
North Fraser Harbour Commission	2020 Airport Rd. Richmond BC V7B 1C6 (604) 273-1866	*Harbour Commissions Act*, 1985	BDO Dunwoody	3/5
Oshawa Harbour Commission	1050 Farwell St. Oshawa ON L1H 6N6 (905) 576-0400	*Harbour Commissions Act*, 1985	Deloitte & Touche	2/3
Port Alberni Harbour Commission	2750 Harbour Rd. Port Alberni BC V9Y 7X2 (604) 723-5312	*Harbour Commissions Act*, 1985	Hill Lacoursière & Mollon	2/3
Thunder Bay Harbour Commission	100 Main St. Thunder Bay ON P7B 6R9 (807) 345-6400	*Harbour Commissions Act*, 1985	Dunwoody	2/3
Toronto Harbour Commissioners, The	60 Harbour St. Toronto ON M5J 1B7 (416) 863-2028	*Toronto Harbour Commissioners' Act*, 1911	KPMG Peat Marwick Thorne	2/5
Windsor Harbour Commission	502-251 Goyeau St. Windsor ON N9A 6V2 (519) 258-5741	*Harbour Commissions Act*, 1985	Collins Barrow	2/3

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Transport (continued)				
NAV CANADA				
To acquire, own, manage, operate and develop the Canadian civil air navigation system in a safe, secure, efficient and cost-effective manner.	77 Metcalfe St. Ottawa ON K1P 5L6	*Canada Corporations Act*, Part II, 1996	KPMG (1997)	3/15
Saint John Harbour Bridge Authority				
To construct a bridge across the Harbour of Saint John, to enter into agreements respecting the financing, construction and financial operation of the bridge, and to collect tolls and other charges for the operation and maintenance of the bridge.	29 King St. PO Box 3728 Station B West Saint John NB E2M 5C1 (506) 635-1320	An Act to establish a Harbour Bridge Authority in the City of Saint John, 1962	Deloitte & Touche	1/7
St. Lawrence Seaway Management Corporation				
To manage and operate the St. Lawrence Seaway pursuant to a management agreement entered into between the St. Lawrence Seaway Management Corporation and Her Majesty the Queen.	202 Pitt St. Cornwall ON K6J 3P7	*Canada Corporations Act*, 1998	Deloitte & Touche	1/9
Minister of Veterans Affairs				
Army Benevolent Fund				
To relieve distress and promote the well being of Second World War veterans of the Canadian Army and their dependants through the provision of financial assistance.	245 Cooper St. Ottawa ON K2P 0G2 (613) 996-6150	*Army Benevolent Fund Act*, 1947	Auditor General of Canada	5/5

SHARED-GOVERNANCE CORPORATIONS

Responsible Minister Corporation's Name and Role	Head Office Information	Statutory Authority and Year Incorporated	Auditor	Federally Appointed Board Members
Minister of Veterans Affairs (continued)				
Last Post Fund				
To ensure the provision of a dignified funeral and burial to eligible war veterans.	Pièce 916 685, rue Cathcart Montréal QC H3B 1M7 (514) 866-2727	Federal Charter, 1921	Consulting and Audit Canada	1/15
Prime Minister				
Nature Trust of British Columbia, The				
To purchase and preserve ecologically important parcels of land in B.C.	808-100 Park Royal S West Vancouver BC V7T 1A2 (604) 925-1128	*Canada Corporations Act*, 1971	KPMG Peat Marwick Thorne	1/11
Vanier Institute of the Family, The				
To promote the spiritual and material well-being of Canadian families and to study their social, physical, mental, moral and financial environment and characteristics.	94 Centrepointe Drive Nepean ON K2G 6B1 (613) 228-8500	*Canada Business Corporations Act*, 1965	McCay Duff	2/18

BANKRUPTCY AND INSOLVENCY ACT

The Superintendent of Bankruptcy has received shares in the following corporations from the trustee pursuant to the *Bankruptcy and Insolvency Act*:

1. Amertek Inc.
2. Autoskill International Inc.
3. Canadian Manoir
4. Caoutech
5. Carvern International Industries Ltd.
6. Colby Resources Inc.
7. Goldenhill Cattle Company Ltd.
8. Groupe Immobilier Grilli Inc.
9. InterUnion Financial Corporation
10. Kenloch Distillers Ltd.
11. Les laboratoires Quelab Inc.
12. Madison Partners Limited
13. Omnitech Migration International Inc.
14. O-Tooz Energie Group Inc.
15. Sitraco Inc.
16. The Vivant Group Inc.
17. Unibex Inc.

CONSOLIDATED LIST OF CROWN CORPORATIONS AND OTHER CORPORATE INTERESTS OF CANADA

CONSOLIDATED LIST OF CROWN CORPORATIONS AND OTHER CORPORATE INTERESTS OF CANADA[1] BY MINISTERIAL PORTFOLIO

Name of Corporation	Category
Agriculture and Agri-Food	
Agriculture Institute of Management in Saskatchewan, Inc. (AIMS)	Shared-governance Corporation
Agri-Food Innovation Fund	Shared-governance Corporation
B.C. Investment Agriculture Foundation (BCIAF)	Shared-governance Corporation
Beef Industry Development Fund	Shared-governance Corporation
Canada-Alberta Beef Industry Development Fund	Shared-governance Corporation
Canada-Alberta Hog Industry Development Fund	Shared-governance Corporation
Canada-Alberta Sugar Beet Industry Development Fund	Shared-governance Corporation
Canada-Alberta Value-added Industry Development Program	Shared-governance Corporation
Canada-Manitoba Agri-Food Research and Development Initiatives	Shared-governance Corporation
Canada-Newfoundland Agri-Food Innovation Fund	Shared-governance Corporation
Canadian Dairy Commission	Parent Crown Corporation
Canadian Farm Business Management Council (CFBMC)	Shared-governance Corporation
Canadian International Grains Institute	Shared-governance Corporation
Canadian Livestock Records Corporation	Shared-governance Corporation
Centre de développement du porc du Québec Inc.	Shared-governance Corporation
Conseil de recherches en pêche et agroalimentaire du Québec (CORPAQ)	Shared-governance Corporation
Conseil pour le développement de l'agriculture du Québec (CDAQ)	Shared-governance Corporation
Farm Credit Corporation	Parent Crown Corporation
Fonds québécois d'adaptation des entreprises agroalimentaires	Shared-governance Corporation
GEAGRI	Shared-governance Corporation
Manitoba Crop Diversification Centre (MCDC)	Shared-governance Corporation
New Brunswick Biotechnology and Technological Innovation Centre of Excellence Inc. (BioAtlantech)	Shared-governance Corporation
Nova Scotia Apple Industry Development Fund	Shared-governance Corporation
Nova Scotia Research and Development for Grain and Forage	Shared-governance Corporation
Nova Scotia Technology Development 2000	Shared-governance Corporation

[1] Excluding corporations under the terms of the *Bankruptcy and Insolvency Act*.

Name of Corporation	Category
Ontario Agriculture Training Institute (OATI)	Shared-governance Corporation
Ontario Safety Net Research and Development Fund	Shared-governance Corporation
POS Pilot Plant Corporation	Shared-governance Corporation
Western Grains Research Foundation	Shared-governance Corporation
Canadian Heritage	
2001 London Alliance Canada Summer Games Host Society Inc.	Shared-governance Corporation
Association for the Export of Canadian Books	Shared-governance Corporation
Cable North Microwave Limited	Associate of the Canadian Broadcasting Corporation
Calgary Olympic Development Association	Shared-governance Corporation
Canada Council	Parent Crown Corporation
Canada Games Council	Shared-governance Corporation
Canadian Broadcasting Corporation	Parent Crown Corporation
Canadian Film Development Corporation	Parent Crown Corporation
Canadian Museum of Civilization Corporation	Parent Crown Corporation
Canadian Museum of Nature	Parent Crown Corporation
Canadian Race Relations Foundation	Parent Crown Corporation
Canadian Television Fund, The	Shared-governance Corporation
Centre national multisport – Montréal	Shared-governance Corporation
Coaching Association of Canada	Shared-governance Corporation
Le Consortium de télévision Québec Canada Inc. (TV5)	Shared-governance Corporation
Master FM Limited	Associate of the Canadian Broadcasting Corporation
National Arts Centre Corporation	Parent Crown Corporation
National Capital Commission	Parent Crown Corporation
National Gallery of Canada	Parent Crown Corporation
National Museum of Science and Technology Corporation	Parent Crown Corporation
National Sport Centre – Atlantic Canada	Shared-governance Corporation
National Sport Centre – Calgary	Shared-governance Corporation
National Sport Centre – Greater Victoria	Shared-governance Corporation
National Sport Centre – Toronto	Shared-governance Corporation
National Sport Centre – Vancouver	Shared-governance Corporation
National Sport Centre – Winnipeg	Shared-governance Corporation
Pan American Games Society (WPG 1999) Inc.	Shared-governance Corporation
Sport Information Resource Centre	Shared-governance Corporation
Visnews Limited	Associate of the Canadian Broadcasting Corporation

Name of Corporation	Category
Environment	
International Lake Memphremagog Levels Board	International Organization
International Lake of the Woods Control Board	International Organization
International Niagara Committee	International Organization
International Porcupine Caribou Board	International Organization
North American Commission for Environmental Co-operation – Joint Public Advisory Committee	International Organization
Wildlife Habitat Canada	Shared-governance Corporation
Finance	
Bank of Canada	Parent Crown Corporation
Canada Deposit Insurance Corporation	Parent Crown Corporation
Canada Development Investment Corporation	Parent Crown Corporation
Canada Eldor Inc.	Subsidiary of Canada Development Investment Corporation
Canada Hibernia Holding Corporation	Subsidiary of Canada Development Investment Corporation
Canada Pension Plan Investment Board	Parent Crown Corporation
European Bank for Reconstruction and Development	International Organization
Hibernia Management and Development Company Ltd.	Associate of Canada Hibernia Holding Corporation
International Bank for Reconstruction and Development	International Organization
International Development Association	International Organization
International Finance Corporation	International Organization
International Monetary Fund	International Organization
Multilateral Investment Guarantee Agency	International Organization
Petro-Canada	Mixed Enterprise
Petro-Canada Limited	Parent Crown Corporation
Fisheries and Oceans	
Freshwater Fish Marketing Corporation	Parent Crown Corporation
International Fisheries Commissions Pension Society	Shared-governance Corporation
Foreign Affairs	
African Development Bank	International Organization
Asian Development Bank	International Organization
Asia-Pacific Foundation of Canada	Shared-governance Corporation
Caribbean Development Bank	International Organization
Inter-American Development Bank	International Organization

Name of Corporation	Category
International Boundary Commission	International Organization
International Centre for Human Rights and Democratic Development	Shared-governance Corporation
International Development Research Centre	Parent Crown Corporation
Roosevelt Campobello International Park Commission	Shared-governance Corporation
Health	
Canadian Centre on Substance Abuse	Shared-governance Corporation
PARTICIPaction	Shared-governance Corporation
Terry Fox Humanitarian Award Inc.	Shared-governance Corporation
Human Resources Development/Finance	
Canada Millennium Scholarship Foundation	Shared-governance Corporation
Indian Affairs and Northern Development	
Northern Native Fishing Corporation	Shared-governance Corporation
Industry	
Bell Bay Golf Developments Incorporated	Associate of Enterprise Cape Breton Corporation
Business Development Bank of Canada	Parent Crown Corporation
Canada Foundation for Innovation	Shared-governance Corporation
Canadian Tennis Technology Limited	Associate of Enterprise Cape Breton Corporation
Cape Breton Marine Farming Limited	Subsidiary of Enterprise Cape Breton Corporation
Carol Rizzetto Realty Limited Partnership	Associate of Enterprise Cape Breton Corporation
Cominco Ltd.	Associate of Business Development Bank of Canada
DARR (Cape Breton) Limited	Subsidiary of Enterprise Cape Breton Corporation
Enterprise Cape Breton Corporation	Parent Crown Corporation
General Mining Building Limited	Associate of Enterprise Cape Breton Corporation
Gulf Bras D'Or Estates Limited	Subsidiary of Enterprise Cape Breton Corporation
Lynwood Inn Limited	Associate of Enterprise Cape Breton Corporation
Silver Screen Star Limited	Associate of Enterprise Cape Breton Corporation
Standards Council of Canada	Parent Crown Corporation

Name of Corporation	Category
Industry (Canada Economic Development)	
Association québécoise des bio-industries	Shared-governance Corporation
Association québécoise des fabricants de l'industrie médicale	Shared-governance Corporation
Centre d'entreprises et d'innovation de Montréal	Shared-governance Corporation
Centre de promotion du logiciel québécois	Shared-governance Corporation
Consortium Multimédia CESAM	Shared-governance Corporation
Fondation du maire de Montréal pour la Jeunesse	Shared-governance Corporation
Fondation Jacques Gagnon Inc.	Shared-governance Corporation
Fonds de développement-emploi Montréal	Shared-governance Corporation
Grappe de développement des industries de l'environnement Inc.	Shared-governance Corporation
Institut de commerce électronique	Shared-governance Corporation
Institut de design Montréal	Shared-governance Corporation
Institut des communications graphiques du Québec	Shared-governance Corporation
Montréal International	Shared-governance Corporation
Société du parc industriel et portuaire Québec-Sud	Joint Enterprise
Industry (Western Economic Diversification)	
North Portage Development Corporation & The Forks Renewal Corporation	Joint Enterprise
International Trade	
Canadian Commercial Corporation	Parent Crown Corporation
Exinvest Inc.	Subsidiary of Export Development Corporation
Export Development Corporation	Parent Crown Corporation
Natural Resources	
AECL Technologies B.V.	Subsidiary of Atomic Energy of Canada Limited
AECL Technologies Inc.	Subsidiary of Atomic Energy of Canada Limited
Atomic Energy of Canada Limited	Parent Crown Corporation
Canada-Newfoundland Offshore Petroleum Board	Shared-governance Corporation
Canada-Nova Scotia Offshore Petroleum Board	Shared-governance Corporation
Cape Breton Carbofuels Limited	Subsidiary of Cape Breton Development Corporation
Cape Breton Development Corporation	Parent Crown Corporation
Forest Engineering Research Institute of Canada	Shared-governance Corporation
Forintek Canada Corporation	Shared-governance Corporation

Name of Corporation	Category
Lower Churchill Development Corporation Limited	Joint Enterprise
Maritime Forestry Complex Corporation	Shared-governance Corporation
Pulp and Paper Research Institute of Canada	Shared-governance Corporation
Tree Canada Foundation	Shared-governance Corporation
Natural Resources/Canadian Wheat Board	
Canadian Wheat Board, The	Parent Crown Corporation
President of the Treasury Board	
Public Sector Pension Investment Board[2]	Parent Crown Corporation
Prime Minister	
Nature Trust of British Columbia, The	Shared-governance Corporation
Vanier Institute of the Family, The	Shared-governance Corporation
Public Works and Government Services	
2875039 Canada Limited	Subsidiary of Canada Post Corporation
2875047 Canada Limited	Subsidiary of Canada Post Corporation
3106900 Canada Inc.	Subsidiary of Canada Post Corporation
3148131 Canada Limited	Subsidiary of Canada Lands Company Limited
3558533 Canada Inc.	Subsidiary of Purolator Courier Ltd.
964102 Ontario Inc.	Subsidiary of Purolator Holdings Inc.
Canada Lands Company CLC Limited	Subsidiary of Canada Lands Company Limited
Canada Lands Company Limited	Parent Crown Corporation
Canada Mortgage and Housing Corporation	Parent Crown Corporation
Canada Post Corporation	Parent Crown Corporation
Canada Post Holdings Limited	Subsidiary of Canada Post Corporation
Canada Post International Limited	Subsidiary of Canada Post Corporation
Canadian Teleservices Corporation	Subsidiary of Purolator Courier Ltd.

[2] The Public Sector Pension Investment Board became a legal entity with the September 14, 1999 passage of the *Public Sector Pension Investment Board Act*.

Name of Corporation	Category
CLC Downsview Inc.	Subsidiary of Canada Lands Company Limited
Co-operative Vereniging International Post Corporation U.A.	Associate of Canada Post Corporation
Defence Construction (1951) Limited	Parent Crown Corporation
Distribution Management Services Inc.	Subsidiary of Purolator Courier Ltd.
IPC Technology S.C.	Subsidiary of Co-operative Vereniging International Post Corporation U.A.
IPC Unipost S.C.	Subsidiary of Co-operative Vereniging International Post Corporation U.A.
Old Port of Montreal Corporation Inc.	Subsidiary of Canada Lands Company Limited; reports as a parent Crown corporation pursuant to subsection 86(2) of the *Financial Administration Act.*
Purolator Courier Ltd.	Subsidiary of Purolator Holdings Inc.
Purolator Courier U.S. Ltd.	Subsidiary of Purolator Holdings U.S. Ltd.
Purolator Customs Services Ltd.	Subsidiary of Purolator Courier Ltd.
Purolator Holdings Inc.	Associate of Canada Post Corporation; Subsidiary of Canada Post Holdings Limited
Purolator Holdings U.S. Ltd.	Subsidiary of Purolator Courier Ltd.
Queens Quay West Land Corporation	Parent Crown Corporation
Royal Canadian Mint	Parent Crown Corporation
Supercourier (1987) Ltd.	Subsidiary of Purolator Courier Ltd.
Transport	
Atlantic Pilotage Authority	Parent Crown Corporation
Blue Water Bridge Authority	Shared-governance Corporation
Buffalo and Fort Erie Public Bridge Authority	Shared-governance Corporation
Calgary Airport Authority	Shared-governance Corporation
Canada Place Corporation	Subsidiary of Vancouver Port Corporation
Canada Ports Corporation	Parent Crown Corporation

Name of Corporation	Category
Charlottetown Airport Authority Inc.	Shared-governance Corporation
Federal Bridge Corporation Limited, The	Parent Crown Corporation
Fraser River Harbour Commission	Shared-governance Corporation
Gander International Airport Authority Inc.	Shared-governance Corporation
Great Lakes Pilotage Authority	Parent Crown Corporation
Greater Fredericton Airports Authority Inc.	Shared-governance Corporation
Greater London International Airport Authority	Shared-governance Corporation
Greater Moncton Airport Authority Inc.	Shared-governance Corporation
Greater Toronto Airports Authority	Shared-governance Corporation
Halifax International Airport Authority	Shared-governance Corporation
Halifax Port Authority	Shared-governance Corporation
Halifax Port Corporation	Parent Crown Corporation
Hamilton Harbour Commissioners, The	Shared-governance Corporation
Jacques Cartier and Champlain Bridges Incorporated, The	Subsidiary of The Federal Bridge Corporation Limited
Laurentian Pilotage Authority	Parent Crown Corporation
Marine Atlantic Inc.	Parent Crown Corporation
Montreal Port Authority	Shared-governance Corporation
Montreal Port Corporation	Parent Crown Corporation
Nanaimo Harbour Commission	Shared-governance Corporation
NAV CANADA	Shared-governance Corporation
North Fraser Harbour Commission	Shared-governance Corporation
Oshawa Harbour Commission	Shared-governance Corporation
Ottawa Macdonald-Cartier International Airport Authority	Shared-governance Corporation
Pacific Pilotage Authority	Parent Crown Corporation
Port Alberni Harbour Commission	Shared-governance Corporation
Port of Quebec Corporation	Parent Crown Corporation
Prince Rupert Port Corporation	Parent Crown Corporation
Regina Airport Authority	Shared-governance Corporation
Ridley Terminals Inc.	Subsidiary of Canada Ports Corporation
Saint John Airport Inc.	Shared-governance Corporation
Saint John Harbour Bridge Authority	Shared-governance Corporation
Saint John Port Corporation	Parent Crown Corporation
Saskatoon Airport Authority	Shared-governance Corporation
Seaway International Bridge Corporation, Ltd., The	Subsidiary of The Federal Bridge Corporation Limited
Société aéroportuaire de Québec	Shared-governance Corporation
St. John's International Airport Authority	Shared-governance Corporation

Name of Corporation	Category
St. John's Port Corporation	Parent Crown Corporation
St. Lawrence Seaway Authority, The	Parent Crown Corporation
St. Lawrence Seaway Management Corporation	Shared-governance Corporation
Thunder Bay Harbour Commission	Shared-governance Corporation
Thunder Bay International Airports Authority Inc.	Shared-governance Corporation
Toronto Harbour Commissioners, The	Shared-governance Corporation
Vancouver Port Authority	Shared-governance Corporation
Vancouver Port Corporation	Parent Crown Corporation
VIA Rail Canada Inc.	Parent Crown Corporation
Victoria Airport Authority	Shared-governance Corporation
Windsor Harbour Commission	Shared-governance Corporation
Winnipeg Airports Authority Inc.	Shared-governance Corporation
Veterans Affairs	
Army Benevolent Fund	Shared-governance Corporation
Commonwealth War Graves Commission	International Organization
Last Post Fund	Shared-governance Corporation

ALPHABETICAL LIST OF CROWN CORPORATIONS AND OTHER CORPORATE INTERESTS OF CANADA[1]

Name of Corporation	Category	Ministerial Portfolio
2001 London Alliance Canada Summer Games Host Society Inc.	Shared-governance Corporation	Canadian Heritage
2875039 Canada Limited	Subsidiary of Canada Post Corporation	Public Works and Government Services
2875047 Canada Limited	Subsidiary of Canada Post Corporation	Public Works and Government Services
3106900 Canada Inc.	Subsidiary of Canada Post Corporation	Public Works and Government Services
3148131 Canada Limited	Subsidiary of Canada Lands Company Limited	Public Works and Government Services
3558533 Canada Inc.	Subsidiary of Purolator Courier Ltd.	Public Works and Government Services
964102 Ontario Inc.	Subsidiary of Purolator Holdings Inc.	Public Works and Government Services
AECL Technologies B.V.	Subsidiary of Atomic Energy of Canada Limited	Natural Resources
AECL Technologies Inc.	Subsidiary of Atomic Energy of Canada Limited	Natural Resources
African Development Bank	International Organization	Foreign Affairs
Agriculture Institute of Management in Saskatchewan, Inc. (AIMS)	Shared-governance Corporation	Agriculture and Agri-Food
Agri-Food Innovation Fund	Shared-governance Corporation	Agriculture and Agri-Food
Army Benevolent Fund	Shared-governance Corporation	Veterans Affairs
Asian Development Bank	International Organization	Foreign Affairs
Asia-Pacific Foundation of Canada	Shared-governance Corporation	Foreign Affairs
Association for the Export of Canadian Books	Shared-governance Corporation	Canadian Heritage
Association québécoise des bio-industries	Shared-governance Corporation	Industry (Canada Economic Development)
Association québécoise des fabricants de l'industrie médicale	Shared-governance Corporation	Industry (Canada Economic Development)
Atlantic Pilotage Authority	Parent Crown Corporation	Transport
Atomic Energy of Canada Limited	Parent Crown Corporation	Natural Resources
B.C. Investment Agriculture Foundation (BCIAF)	Shared-governance Corporation	Agriculture and Agri-Food
Bank of Canada	Parent Crown Corporation	Finance
Beef Industry Development Fund	Shared-governance Corporation	Agriculture and Agri-Food

[1] Excluding corporations under the terms of the *Bankruptcy and Insolvency Act*.

Name of Corporation	Category	Ministerial Portfolio
Bell Bay Golf Developments Incorporated	Associate of Enterprise Cape Breton Corporation	Industry
Blue Water Bridge Authority	Shared-governance Corporation	Transport
Buffalo and Fort Erie Public Bridge Authority	Shared-governance Corporation	Transport
Business Development Bank of Canada	Parent Crown Corporation	Industry
Cable North Microwave Limited	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
Calgary Airport Authority	Shared-governance Corporation	Transport
Calgary Olympic Development Association	Shared-governance Corporation	Canadian Heritage
Canada Council	Parent Crown Corporation	Canadian Heritage
Canada Deposit Insurance Corporation	Parent Crown Corporation	Finance
Canada Development Investment Corporation	Parent Crown Corporation	Finance
Canada Eldor Inc.	Subsidiary of Canada Development Investment Corporation	Finance
Canada Foundation for Innovation	Shared-governance Corporation	Industry
Canada Games Council	Shared-governance Corporation	Canadian Heritage
Canada Hibernia Holding Corporation	Subsidiary of Canada Development Investment Corporation	Finance
Canada Lands Company CLC Limited	Subsidiary of Canada Lands Company Limited	Public Works and Government Services
Canada Lands Company Limited	Parent Crown Corporation	Public Works and Government Services
Canada Millennium Scholarship Foundation	Shared-governance Corporation	Human Resources Development/Finance
Canada Mortgage and Housing Corporation	Parent Crown Corporation	Public Works and Government Services
Canada Pension Plan Investment Board	Parent Crown Corporation	Finance
Canada Place Corporation	Subsidiary of Vancouver Port Corporation	Transport
Canada Ports Corporation	Parent Crown Corporation	Transport
Canada Post Corporation	Parent Crown Corporation	Public Works and Government Services
Canada Post Holdings Limited	Subsidiary of Canada Post Corporation	Public Works and Government Services
Canada Post International Limited	Subsidiary of Canada Post Corporation	Public Works and Government Services
Canada-Alberta Beef Industry Development Fund	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Alberta Hog Industry Development Fund	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Alberta Sugar Beet Industry Development Fund	Shared-governance Corporation	Agriculture and Agri-Food

Name of Corporation	Category	Ministerial Portfolio
Canada-Alberta Value-added Industry Development Program	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Manitoba Agri-Food Research and Development Initiatives	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Newfoundland Agri-Food Innovation Fund	Shared-governance Corporation	Agriculture and Agri-Food
Canada-Newfoundland Offshore Petroleum Board	Shared-governance Corporation	Natural Resources
Canada-Nova Scotia Offshore Petroleum Board	Shared-governance Corporation	Natural Resources
Canadian Broadcasting Corporation	Parent Crown Corporation	Canadian Heritage
Canadian Centre on Substance Abuse	Shared-governance Corporation	Health
Canadian Commercial Corporation	Parent Crown Corporation	International Trade
Canadian Dairy Commission	Parent Crown Corporation	Agriculture and Agri-Food
Canadian Farm Business Management Council (CFBMC)	Shared-governance Corporation	Agriculture and Agri-Food
Canadian Film Development Corporation	Parent Crown Corporation	Canadian Heritage
Canadian International Grains Institute	Shared-governance Corporation	Agriculture and Agri-Food
Canadian Livestock Records Corporation	Shared-governance Corporation	Agriculture and Agri-Food
Canadian Museum of Civilization Corporation	Parent Crown Corporation	Canadian Heritage
Canadian Museum of Nature	Parent Crown Corporation	Canadian Heritage
Canadian Race Relations Foundation	Parent Crown Corporation	Canadian Heritage
Canadian Teleservices Corporation	Subsidiary of Purolator Courier Ltd.	Public Works and Government Services
Canadian Television Fund, The	Shared-governance Corporation	Canadian Heritage
Canadian Tennis Technology Limited	Associate of Enterprise Cape Breton Corporation	Industry
Canadian Wheat Board, The	Parent Crown Corporation	Natural Resources/ Canadian Wheat Board
Cape Breton Carbofuels Limited	Subsidiary of Cape Breton Development Corporation	Natural Resources
Cape Breton Development Corporation	Parent Crown Corporation	Natural Resources
Cape Breton Marine Farming Limited	Subsidiary of Enterprise Cape Breton Corporation	Industry
Caribbean Development Bank	International Organization	Foreign Affairs
Carol Rizzetto Realty Limited Partnership	Associate of Enterprise Cape Breton Corporation	Industry
Centre d'entreprises et d'innovation de Montréal	Shared-governance Corporation	Industry (Canada Economic Development)
Centre de développement du porc du Québec Inc.	Shared-governance Corporation	Agriculture and Agri-Food

Name of Corporation	Category	Ministerial Portfolio
Centre de promotion du logiciel québécois	Shared-governance Corporation	Industry (Canada Economic Development)
Centre national multisport – Montréal	Shared-governance Corporation	Canadian Heritage
Charlottetown Airport Authority Inc.	Shared-governance Corporation	Transport
CLC Downsview Inc.	Subsidiary of Canada Lands Company Limited	Public Works and Government Services
Coaching Association of Canada	Shared-governance Corporation	Canadian Heritage
Cominco Ltd.	Associate of Business Development Bank of Canada	Industry
Commonwealth War Graves Commission	International Organization	Veterans Affairs
Conseil de recherches en pêche et agroalimentaire du Québec (CORPAQ)	Shared-governance Corporation	Agriculture and Agri-Food
Conseil pour le développement de l'agriculture du Québec (CDAQ)	Shared-governance Corporation	Agriculture and Agri-Food
Consortium Multimédia CESAM	Shared-governance Corporation	Industry (Canada Economic Development)
Co-operative Vereniging International Post Corporation U.A.	Associate of Canada Post Corporation	Public Works and Government Services
DARR (Cape Breton) Limited	Subsidiary of Enterprise Cape Breton Corporation	Industry
Defence Construction (1951) Limited	Parent Crown Corporation	Public Works and Government Services
Distribution Management Services Inc.	Subsidiary of Purolator Courier Ltd.	Public Works and Government Services
Enterprise Cape Breton Corporation	Parent Crown Corporation	Industry
European Bank for Reconstruction and Development	International Organization	Finance
Exinvest Inc.	Subsidiary of Export Development Corporation	International Trade
Export Development Corporation	Parent Crown Corporation	International Trade
Farm Credit Corporation	Parent Crown Corporation	Agriculture and Agri-Food
Federal Bridge Corporation Limited, The	Parent Crown Corporation	Transport
Fondation du maire de Montréal pour la Jeunesse	Shared-governance Corporation	Industry (Canada Economic Development)
Fondation Jacques Gagnon Inc.	Shared-governance Corporation	Industry (Canada Economic Development)
Fonds de développement-emploi Montréal	Shared-governance Corporation	Industry (Canada Economic Development)
Fonds québécois d'adaptation des entreprises agroalimentaires	Shared-governance Corporation	Agriculture and Agri-Food
Forest Engineering Research Institute of Canada	Shared-governance Corporation	Natural Resources

Name of Corporation	Category	Ministerial Portfolio
Forintek Canada Corporation	Shared-governance Corporation	Natural Resources
Fraser River Harbour Commission	Shared-governance Corporation	Transport
Freshwater Fish Marketing Corporation	Parent Crown Corporation	Fisheries and Oceans
Gander International Airport Authority Inc.	Shared-governance Corporation	Transport
GEAGRI	Shared-governance Corporation	Agriculture and Agri-Food
General Mining Building Limited	Associate of Enterprise Cape Breton Corporation	Industry
Grappe de développement des industries de l'environnement Inc.	Shared-governance Corporation	Industry (Canada Economic Development)
Great Lakes Pilotage Authority	Parent Crown Corporation	Transport
Greater Fredericton Airports Authority Inc.	Shared-governance Corporation	Transport
Greater London International Airport Authority	Shared-governance Corporation	Transport
Greater Moncton Airport Authority Inc.	Shared-governance Corporation	Transport
Greater Toronto Airports Authority	Shared-governance Corporation	Transport
Gulf Bras D'Or Estates Limited	Subsidiary of Enterprise Cape Breton Corporation	Industry
Halifax International Airport Authority	Shared-governance Corporation	Transport
Halifax Port Authority	Shared-governance Corporation	Transport
Halifax Port Corporation	Parent Crown Corporation	Transport
Hamilton Harbour Commissioners, The	Shared-governance Corporation	Transport
Hibernia Management and Development Company Ltd.	Associate of Canada Hibernia Holding Corporation	Finance
Institut de commerce électronique	Shared-governance Corporation	Industry (Canada Economic Development)
Institut de design Montréal	Shared-governance Corporation	Industry (Canada Economic Development)
Institut des communications graphiques du Québec	Shared-governance Corporation	Industry (Canada Economic Development)
Inter-American Development Bank	International Organization	Foreign Affairs
International Bank for Reconstruction and Development	International Organization	Finance
International Boundary Commission	International Organization	Foreign Affairs
International Centre for Human Rights and Democratic Development	Shared-governance Corporation	Foreign Affairs
International Development Association	International Organization	Finance
International Development Research Centre	Parent Crown Corporation	Foreign Affairs
International Finance Corporation	International Organization	Finance
International Fisheries Commissions Pension Society	Shared-governance Corporation	Fisheries and Oceans

Name of Corporation	Category	Ministerial Portfolio
International Lake Memphremagog Levels Board	International Organization	Environment
International Lake of the Woods Control Board	International Organization	Environment
International Monetary Fund	International Organization	Finance
International Niagara Committee	International Organization	Environment
International Porcupine Caribou Board	International Organization	Environment
IPC Technology S.C.	Subsidiary of Co-operative Vereniging International Post Corporation U.A.	Public Works and Government Services
IPC Unipost S.C.	Subsidiary of Co-operative Vereniging International Post Corporation U.A.	Public Works and Government Services
Jacques Cartier and Champlain Bridges Incorporated, The	Subsidiary of The Federal Bridge Corporation Limited	Transport
Last Post Fund	Shared-governance Corporation	Veterans Affairs
Laurentian Pilotage Authority	Parent Crown Corporation	Transport
Le Consortium de télévision Québec Canada Inc. (TV5)	Shared-governance Corporation	Canadian Heritage
Lower Churchill Development Corporation Limited	Joint Enterprise	Natural Resources
Lynwood Inn Limited	Associate of Enterprise Cape Breton Corporation	Industry
Manitoba Crop Diversification Centre (MCDC)	Shared-governance Corporation	Agriculture and Agri-Food
Marine Atlantic Inc.	Parent Crown Corporation	Transport
Maritime Forestry Complex Corporation	Shared-governance Corporation	Natural Resources
Master FM Limited	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
Montréal International	Shared-governance Corporation	Industry (Canada Economic Development)
Montreal Port Authority	Shared-governance Corporation	Transport
Montreal Port Corporation	Parent Crown Corporation	Transport
Multilateral Investment Guarantee Agency	International Organization	Finance
Nanaimo Harbour Commission	Shared-governance Corporation	Transport
National Arts Centre Corporation	Parent Crown Corporation	Canadian Heritage
National Capital Commission	Parent Crown Corporation	Canadian Heritage
National Gallery of Canada	Parent Crown Corporation	Canadian Heritage
National Museum of Science and Technology Corporation	Parent Crown Corporation	Canadian Heritage
National Sport Centre – Atlantic Canada	Shared-governance Corporation	Canadian Heritage
National Sport Centre – Calgary	Shared-governance Corporation	Canadian Heritage

Name of Corporation	Category	Ministerial Portfolio
National Sport Centre – Greater Victoria	Shared-governance Corporation	Canadian Heritage
National Sport Centre – Toronto	Shared-governance Corporation	Canadian Heritage
National Sport Centre – Vancouver	Shared-governance Corporation	Canadian Heritage
National Sport Centre – Winnipeg	Shared-governance Corporation	Canadian Heritage
Nature Trust of British Columbia, The	Shared-governance Corporation	Prime Minister
NAV CANADA	Shared-governance Corporation	Transport
New Brunswick Biotechnology and Technological Innovation Centre of Excellence Inc. (BioAtlantech)	Shared-governance Corporation	Agriculture and Agri-Food
North American Commission for Environmental Co-operation – Joint Public Advisory Committee	International Organization	Environment
North Fraser Harbour Commission	Shared-governance Corporation	Transport
North Portage Development Corporation & The Forks Renewal Corporation	Joint Enterprise	Industry (Western Economic Diversification)
Northern Native Fishing Corporation	Shared-governance Corporation	Indian Affairs and Northern Development
Nova Scotia Apple Industry Development Fund	Shared-governance Corporation	Agriculture and Agri-Food
Nova Scotia Research and Development for Grain and Forage	Shared-governance Corporation	Agriculture and Agri-Food
Nova Scotia Technology Development 2000	Shared-governance Corporation	Agriculture and Agri-Food
Old Port of Montreal Corporation Inc.	Subsidiary of Canada Lands Company Limited; reports as a parent Crown corporation pursuant to subsection 86(2) of the *Financial Administration Act*.	Public Works and Government Services
Ontario Agriculture Training Institute (OATI)	Shared-governance Corporation	Agriculture and Agri-Food
Ontario Safety Net Research and Development Fund	Shared-governance Corporation	Agriculture and Agri-Food
Oshawa Harbour Commission	Shared-governance Corporation	Transport
Ottawa Macdonald-Cartier International Airport Authority	Shared-governance Corporation	Transport
Pacific Pilotage Authority	Parent Crown Corporation	Transport
Pan American Games Society (WPG 1999) Inc.	Shared-governance Corporation	Canadian Heritage
PARTICIPaction	Shared-governance Corporation	Health
Petro-Canada	Mixed Enterprise	Finance
Petro-Canada Limited	Parent Crown Corporation	Finance
Port Alberni Harbour Commission	Shared-governance Corporation	Transport
Port of Quebec Corporation	Parent Crown Corporation	Transport

Name of Corporation	Category	Ministerial Portfolio
POS Pilot Plant Corporation	Shared-governance Corporation	Agriculture and Agri-Food
Prince Rupert Port Corporation	Parent Crown Corporation	Transport
Public Sector Pension Investment Board[2]	Parent Crown Corporation	President of the Treasury Board
Pulp and Paper Research Institute of Canada	Shared-governance Corporation	Natural Resources
Purolator Courier Ltd.	Subsidiary of Purolator Holdings Inc.	Public Works and Government Services
Purolator Courier U.S. Ltd.	Subsidiary of Purolator Holdings U.S. Ltd.	Public Works and Government Services
Purolator Customs Services Ltd.	Subsidiary of Purolator Courier Ltd.	Public Works and Government Services
Purolator Holdings Inc.	Associate of Canada Post Corporation; Subsidiary of Canada Post Holdings Limited	Public Works and Government Services
Purolator Holdings U.S. Ltd.	Subsidiary of Purolator Courier Ltd.	Public Works and Government Services
Queens Quay West Land Corporation	Parent Crown Corporation	Public Works and Government Services
Regina Airport Authority	Shared-governance Corporation	Transport
Ridley Terminals Inc.	Subsidiary of Canada Ports Corporation	Transport
Roosevelt Campobello International Park Commission	Shared-governance Corporation	Foreign Affairs
Royal Canadian Mint	Parent Crown Corporation	Public Works and Government Services
Saint John Airport Inc.	Shared-governance Corporation	Transport
Saint John Harbour Bridge Authority	Shared-governance Corporation	Transport
Saint John Port Corporation	Parent Crown Corporation	Transport
Saskatoon Airport Authority	Shared-governance Corporation	Transport
Seaway International Bridge Corporation, Ltd., The	Subsidiary of The Federal Bridge Corporation Limited	Transport
Silver Screen Star Limited	Associate of Enterprise Cape Breton Corporation	Industry
Société aéroportuaire de Québec	Shared-governance Corporation	Transport
Société du parc industriel et portuaire Québec-Sud	Joint Enterprise	Industry (Canada Economic Development)
Sport Information Resource Centre	Shared-governance Corporation	Canadian Heritage
St. John's International Airport Authority	Shared-governance Corporation	Transport
St. John's Port Corporation	Parent Crown Corporation	Transport

[2] The Public Sector Pension Investment Board became a legal entity with the September 14, 1999 passage of the *Public Sector Pension Investment Board Act*.

Name of Corporation	Category	Ministerial Portfolio
St. Lawrence Seaway Authority, The	Parent Crown Corporation	Transport
St. Lawrence Seaway Management Corporation	Shared-governance Corporation	Transport
Standards Council of Canada	Parent Crown Corporation	Industry
Supercourier (1987) Ltd.	Subsidiary of Purolator Courier Ltd.	Public Works and Government Services
Terry Fox Humanitarian Award Inc.	Shared-governance Corporation	Health
Thunder Bay Harbour Commission	Shared-governance Corporation	Transport
Thunder Bay International Airports Authority Inc.	Shared-governance Corporation	Transport
Toronto Harbour Commissioners, The	Shared-governance Corporation	Transport
Tree Canada Foundation	Shared-governance Corporation	Natural Resources
Vancouver Port Authority	Shared-governance Corporation	Transport
Vancouver Port Corporation	Parent Crown Corporation	Transport
Vanier Institute of the Family, The	Shared-governance Corporation	Prime Minister
VIA Rail Canada Inc.	Parent Crown Corporation	Transport
Victoria Airport Authority	Shared-governance Corporation	Transport
Visnews Limited	Associate of the Canadian Broadcasting Corporation	Canadian Heritage
Western Grains Research Foundation	Shared-governance Corporation	Agriculture and Agri-Food
Wildlife Habitat Canada	Shared-governance Corporation	Environment
Windsor Harbour Commission	Shared-governance Corporation	Transport
Winnipeg Airports Authority Inc.	Shared-governance Corporation	Transport

TABLING OF REPORTS IN PARLIAMENT

The Importance of Adequate and Timely Information to Parliament

The provision of adequate and timely information to Parliament is a major objective of the control and accountability regime for Crown corporations. A well-functioning accountability framework is based on the premise that Parliament and the government will receive useful information that will allow active judgement of corporate performance.

Corporations report on their performance through the corporate plan summary and the annual report. For each Crown corporation listed in Part I and Part II of Schedule III of the *Financial Administration Act* (FAA), the appropriate minister tables a corporate plan summary, a capital budget summary and an annual report in Parliament. In addition, an operating budget summary is tabled for Crown corporations listed in Part I of Schedule III.

The corporate plan and budget summaries inform Parliament of the strategic priorities and financial position of each Crown corporation. The summaries are based on the approved corporate plan and budgets, and cover the businesses, activities and investments of a corporation and of its wholly owned subsidiaries with respect to its future operations. A corporation's annual report informs Parliament of the corporation's performance relative to the objectives, strategies and activities approved by the government and tabled in the previous corporate plan and budget summaries.

The Deadlines for Tabling in Parliament

The deadlines for tabling, before each House of Parliament, the corporate plan summary, budget summaries and annual report are:

Corporate Plan Summary: 30 sitting days after approval by the Governor in Council of the corporate plan. A summary of an amended corporate plan has the same deadline.

Capital and Operating Budget Summaries: 30 sitting days after Treasury Board approval of the budget. Where the operating and/or capital budgets are incorporated into the corporate plan, the deadlines for the budget summaries are the same as those for the corporate plan summary.

Annual Report: A corporation is to submit, to the appropriate minister, an annual report within three months of its financial year-end. The appropriate minister has 15 sitting days to table the annual report in each House of Parliament. The deadline is calculated from the date on which the appropriate minister acknowledges receipt of the report, when available, or three months following the fiscal year-end of the corporation, whichever is earlier.

These deadlines are based on actual sitting days, not projected sitting days. Since future sitting days cannot be predicted, deadlines falling after July 31, 1999 cannot be calculated.

Documents Tabled in Parliament

As required by subsection 152(1) of the FAA, the table below records the status of Crown corporations' annual reports and summaries of corporate plans and budgets during the period August 1, 1998 to July 31, 1999. The table identifies any document that meets at least one of the two following conditions:

- The document was tabled during the period in review; or
- The document has not been tabled but was due to be tabled before or during the period in review.

Where the deadline falls after July 31, 1999 but the document was tabled during the period in review, the document is considered to have been tabled on time and will not be reported in future years.

Subsection 152(2) of the FAA requires the Auditor General of Canada to include, in his annual report to Parliament, a statement attesting to the accuracy of the information contained in this table.

Further Information

Information on annual reports and corporate plan and budget summaries may be obtained by contacting the individual corporations. The Corporate Abstracts chapter of this report provides additional information on individual Crown corporations.

TABLING OF REPORTS IN PARLIAMENT BY SCHEDULED PARENT CROWN CORPORATIONS DURING THE YEAR ENDED JULY 31, 1999

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Atlantic Pilotage Authority					
1998	Annual Report	1999-05-10	1999-04-26	1999-06-02	1999-04-27
1999	Capital Budget Summary	1999-03-19	1999-03-19	1999-04-29	1999-03-23
1999	Operating Budget Summary	1999-03-19	1999-03-19	1999-04-29	1999-03-23
1999 to 2003	Corporate Plan Summary	1999-03-19	1999-03-19	1999-04-29	1999-03-23
Atomic Energy of Canada Limited					
1997–98	Annual Report	1998-10-09	1999-02-19	1998-11-05	1999-03-02
1997–98	Capital Budget Summary	1998-03-24	no	1998-05-12	no
1997–98	Operating Budget Summary	1998-03-24	no	1998-05-12	no
1998–99	Capital Budget Summary	1999-03-19	1999-03-22	1999-04-14	1999-03-23
1998–99	Operating Budget Summary	1999-03-19	1999-03-22	1999-04-14	1999-03-23
1998–99	Corporate Plan Summary	1999-03-19	1999-03-22	1999-04-14	1999-03-23
Business Development Bank of Canada					
1997–98	Annual Report	1998-10-09	1998-07-22	1998-11-05	1998-09-22
1998–99	Annual Report	n/av[1]	1999-06-16	n/av	no
1998–99	Capital Budget Summary	1998-10-22	1998-08-19	1998-11-24	1998-09-22
1998–99	Operating Budget Summary	1998-10-22	1998-08-19	1998-11-24	1998-09-22
1998–99 to 2002–03	Corporate Plan Summary	1998-10-22	1998-08-19	1998-11-24	1998-09-22
1999–2000	Capital Budget Summary	n/av	1999-07-21	n/av	no
1999–2000	Operating Budget Summary	n/av	1999-07-21	n/av	no
1999–2000 to 2003–04	Corporate Plan Summary	n/av	1999-07-21	n/av	no
Canada Deposit Insurance Corporation					
1997–98	Annual Report	1998-10-09	1998-07-22	1998-11-05	1998-09-22
1998–99	Annual Report	n/av	1999-07-21	n/av	no
1999–2000	Capital Budget Summary	1999-06-04	1999-05-31	n/av	1999-06-01
1999–2000	Operating Budget Summary	1999-06-04	1999-05-31	n/av	1999-06-01
1999–2000 to 2003–04	Corporate Plan Summary	1999-06-04	1999-05-31	n/av	1999-06-01

[1] n/av means not available

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Canada Development Investment Corporation					
1998	Annual Report	1999-04-30	1999-04-19	1999-05-13	1999-04-20
1998 to 2002	Corporate Plan Summary Amendment	1998-12-10	1999-02-09	1999-03-03	1999-02-10
1999	Capital Budget Summary	1999-03-19	1999-04-13	1999-04-29	1999-04-14
1999 to 2003	Corporate Plan Summary	1999-03-19	1999-04-13	1999-04-29	1999-04-14
Canada Lands Company Limited					
1997–98	Annual Report	1998-10-09	1998-07-22	1998-11-05	1998-09-22
1998–99	Capital Budget Summary	1998-10-08	1998-09-22	1998-11-17	1998-09-23
1998–99	Operating Budget Summary	1998-10-08	1998-09-22	1998-11-17	1998-09-23
1998–99 to 2002–03	Corporate Plan Summary	1998-10-08	1998-09-22	1998-11-17	1998-09-23
Canada Mortgage and Housing Corporation					
1998	Annual Report	1999-04-30	1999-04-30	1999-05-13	1999-05-04
1999	Capital Budget Summary	1999-03-19	1999-03-17	1999-04-29	1999-03-24
1999	Operating Budget Summary	1999-03-19	1999-03-17	1999-04-29	1999-03-24
1999 to 2003	Corporate Plan Summary	1999-03-19	1999-03-17	1999-04-29	1999-03-24
Canada Ports Corporation[1]					
1998	Annual Report	1999-05-31	1999-05-26	1999-06-14	1999-05-31
1997	Capital Budget Summary Amendment	1997-11-07	no	1997-12-11	no
1997 to 2001	Corporate Plan Summary Amendment	1997-11-07	no	1997-12-11	no
1999	Capital Budget Summary	1999-04-12	1999-03-18	1999-05-06	1999-03-23
1999 to 2003	Corporate Plan Summary	1999-04-12	1999-03-18	1999-05-06	1999-03-23
Canada Post Corporation					
1997–98	Annual Report	1998-10-01	1998-06-17	1998-10-20	1998-09-22
1998–99	Annual Report	n/av	1999-06-09	n/av	1999-06-10
1998–99	Capital Budget Summary	1998-11-06	1998-11-06	1999-02-03	1998-11-17
1998–99	Capital Budget Summary Amendment	1999-02-12	1999-02-12	1999-03-17	1999-02-16
1998–99 to 2002–03	Corporate Plan Summary	1998-11-06	1998-11-06	1999-02-03	1998-11-17
1999–2000	Capital Budget Summary	n/av	1999-06-09	n/av	1999-06-10
1999–2000 to 2003–04	Corporate Plan Summary	n/av	1999-06-09	n/av	1999-06-10

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Canadian Commercial Corporation					
1997–98	Annual Report	1998-10-09	1998-09-16	1998-11-05	1998-09-22
1998–99	Capital Budget Summary	1998-11-06	1998-10-27	1999-02-03	1998-10-28
1998–99	Operating Budget Summary	1998-11-06	1998-10-27	1999-02-03	1998-10-28
1998–99 to 2002–03	Corporate Plan Summary	1998-11-06	1998-10-27	1999-02-03	1998-10-28
1999–2000	Capital Budget Summary	n/av	1999-06-07	n/av	1999-06-08
1999–2000	Operating Budget Summary	n/av	1999-06-07	n/av	1999-06-08
1999–2000 to 2003–04	Corporate Plan Summary	n/av	1999-06-07	n/av	1999-06-08
Canadian Dairy Commission					
1997–98	Annual Report	1998-11-27	1998-12-09	1998-12-09	1998-12-10
1998–99	Capital Budget Summary	1998-11-06	1998-12-09	1999-02-03	1998-12-10
1998–99	Operating Budget Summary	1998-11-06	1998-12-09	1999-02-03	1998-12-10
1998–99 to 2002–03	Corporate Plan Summary	1998-11-06	1998-12-09	1999-02-03	1998-12-10
Canadian Museum of Civilization Corporation					
1997–98	Annual Report	1998-10-09	1998-10-09	1998-11-05	1998-10-20
1998–99	Capital Budget Summary	1998-06-05	1998-06-04	1998-10-20	1998-06-08
1998–99	Operating Budget Summary	1998-06-05	1998-06-04	1998-10-20	1998-06-08
1998–99 to 2002–03	Corporate Plan Summary	1998-06-05	1998-06-04	1998-10-20	1998-06-08
1999–2000	Capital Budget Summary	1999-06-04	1999-06-09	n/av	1999-06-10
1999–2000	Operating Budget Summary	1999-06-04	1999-06-09	n/av	1999-06-10
1999–2000 to 2003–04	Corporate Plan Summary	1999-06-04	1999-06-09	n/av	1999-06-10
Canadian Museum of Nature					
1997–98	Annual Report	1998-10-09	1998-10-09	1998-11-05	1998-10-20
1998–99	Capital Budget Summary	1998-06-05	1998-06-04	1998-10-20	1998-06-08
1998–99	Operating Budget Summary	1998-06-05	1998-06-04	1998-10-20	1998-06-08
1998–99 to 2002–03	Corporate Plan Summary	1998-06-05	1998-06-04	1998-10-20	1998-06-08
1999–2000	Capital Budget Summary	1999-06-04	1999-06-09	n/av	1999-06-10
1999–2000	Operating Budget Summary	1999-06-04	1999-06-09	n/av	1999-06-10
1999–2000 to 2002–03	Corporate Plan Summary	1999-06-04	1999-06-09	n/av	1999-06-10

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Cape Breton Development Corporation					
1997–98	Annual Report	1998-10-09	1998-07-22	1998-11-05	1998-09-22
1999–2000	Capital Budget Summary	1999-06-11	1999-07-21	n/av	no
1999–2000	Operating Budget Summary	1999-06-11	1999-07-21	n/av	no
1999–2000 to 2003–04	Corporate Plan Summary	1999-06-11	1999-07-21	n/av	no
Defence Construction (1951) Limited					
1997–98	Annual Report	1998-10-09	1998-08-19	1998-11-05	1998-09-22
1998–99	Capital Budget Summary	1998-06-12	1998-08-19	1998-10-20	1998-09-22
1998–99	Operating Budget Summary	1998-06-12	1998-08-19	1998-10-20	1998-09-22
1998–99 to 2002–03	Corporate Plan Summary	1998-06-12	1998-08-19	1998-10-20	1998-09-22
1999–2000	Capital Budget Summary	n/av	1999-07-21	n/av	no
1999–2000	Operating Budget Summary	n/av	1999-07-21	n/av	no
1999–2000 to 2003–04	Corporate Plan Summary	n/av	1999-07-21	n/av	no
Enterprise Cape Breton Corporation					
1997–98	Annual Report	1998-10-09	1998-08-19	1998-11-05	1998-09-22
1997–98	Operating Budget Summary	1997-11-07	1998-03-12	1997-12-11	1998-03-19
1997–98	Operating Budget Summary Amendment	n/av	1999-04-12	n/av	1999-04-13
Export Development Corporation					
1998	Annual Report	1999-04-29	1999-03-25	1999-05-12	1999-04-13
1999	Capital Budget Summary	1999-03-19	1999-03-22	1999-04-29	1999-03-23
1999	Operating Budget Summary	1999-03-19	1999-03-22	1999-04-29	1999-03-23
1999 to 2003	Corporate Plan Summary	1999-03-19	1999-03-22	1999-04-29	1999-03-23
Farm Credit Corporation					
1997–98	Annual Report	1998-10-09	1998-06-17	1998-11-05	1998-09-22
1998–99	Annual Report	n/av	1999-06-10	n/av	1999-06-14
1998–99	Capital Budget Summary	1998-06-12	1998-06-17	1998-10-20	1998-09-22
1998–99	Operating Budget Summary	1998-06-12	1998-06-17	1998-10-20	1998-09-22
1998–99 to 2002–03	Corporate Plan Summary	1998-06-12	1998-06-17	1998-10-20	1998-09-22
1999–2000	Capital Budget Summary	n/av	1999-06-10	n/av	1999-06-14
1999–2000	Operating Budget Summary	n/av	1999-06-10	n/av	1999-06-14
1999–2000 to 2003–04	Corporate Plan Summary	n/av	1999-06-10	n/av	1999-06-14

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Freshwater Fish Marketing Corporation					
1997–98	Annual Report	1998-10-09	1999-01-20	1998-11-05	1999-02-02
1998–99	Capital Budget Summary	1998-11-04	1998-10-05	1998-12-08	1998-10-20
1998–99	Operating Budget Summary	1998-11-04	1998-10-05	1998-12-08	1998-10-20
1998–99 to 2002–03	Corporate Plan Summary	1998-11-04	1998-10-05	1998-12-08	1998-10-20
Great Lakes Pilotage Authority					
1998	Annual Report	1999-05-10	1999-04-26	1999-06-02	1999-04-27
1999	Capital Budget Summary	1999-03-19	1999-03-19	1999-04-29	1999-03-23
1999	Operating Budget Summary	1999-03-19	1999-03-19	1999-04-29	1999-03-23
1999 to 2003	Corporate Plan Summary	1999-03-19	1999-03-19	1999-04-29	1999-03-23
Halifax Port Corporation[1]					
1998	Annual Report	1999-05-31	1999-05-26	1999-06-14	1999-05-31
1999	Capital Budget Summary	1999-04-12	1999-03-18	1999-05-06	1999-03-23
1999 to 2003	Corporate Plan Summary	1999-04-12	1999-03-18	1999-05-06	1999-03-23
Laurentian Pilotage Authority					
1995	Capital Budget Summary Amendment	1996-04-22	1998-10-07	1996-06-12	1998-10-20
1995	Operating Budget Summary Amendment	1996-04-22	1998-10-07	1996-06-12	1998-10-20
1998	Annual Report	1999-05-10	1999-04-06	1999-06-02	1999-04-27
1999	Capital Budget Summary	1999-03-19	1999-03-19	1999-04-29	1999-03-23
1999	Operating Budget Summary	1999-03-19	1999-03-19	1999-04-29	1999-03-23
1999 to 2003	Corporate Plan Summary	1999-03-19	1999-03-19	1999-04-29	1999-03-23
Marine Atlantic Inc.					
1998	Annual Report	1999-05-10	1999-04-23	1999-06-02	1999-04-27
1999	Capital Budget Summary	1999-03-19	1999-04-12	1999-04-29	1999-04-13
1999	Operating Budget Summary	1999-03-19	1999-04-12	1999-04-29	1999-04-13
1999 to 2003	Corporate Plan Summary	1999-03-19	1999-04-12	1999-04-29	1999-04-13
Montreal Port Corporation[1]					
1998	Annual Report	1999-05-31	1999-05-26	1999-06-14	1999-05-31
1999	Capital Budget Summary	1999-04-12	1999-03-18	1999-05-06	1999-03-23
1999 to 2003	Corporate Plan Summary	1999-04-12	1999-03-18	1999-05-06	1999-03-23

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
National Capital Commission					
1997–98	Annual Report	1998-10-09	1998-10-09	1998-11-05	1998-10-20
1998–99	Capital Budget Summary	1998-06-12	1998-06-04	1998-10-20	1998-06-08
1998–99	Operating Budget Summary	1998-06-12	1998-06-04	1998-10-20	1998-06-08
1998–99 to 2002–03	Corporate Plan Summary	1998-06-12	1998-06-04	1998-10-20	1998-06-08
1999–2000	Capital Budget Summary	1999-06-04	1999-06-09	n/av	1999-06-10
1999–2000	Operating Budget Summary	1999-06-04	1999-06-09	n/av	1999-06-10
1999–2000 to 2003–04	Corporate Plan Summary	1999-06-04	1999-06-09	n/av	1999-06-10
National Gallery of Canada					
1997–98	Annual Report	1998-10-09	1998-10-09	1998-11-05	1998-10-20
1998–99	Capital Budget Summary	1998-06-05	1998-06-04	1998-10-20	1998-06-08
1998–99	Operating Budget Summary	1998-06-05	1998-06-04	1998-10-20	1998-06-08
1998–99 to 2002–03	Corporate Plan Summary	1998-06-05	1998-06-04	1998-10-20	1998-06-08
1999–2000	Capital Budget Summary	1999-06-04	1999-06-09	n/av	1999-06-10
1999–2000	Operating Budget Summary	1999-06-04	1999-06-09	n/av	1999-06-10
1999–2000 to 2003–04	Corporate Plan Summary	1999-06-04	1999-06-09	n/av	1999-06-10
National Museum of Science and Technology Corporation					
1997–98	Annual Report	1998-10-09	1998-10-09	1998-11-05	1998-10-20
1998–99	Capital Budget Summary	1998-06-05	1998-06-04	1998-10-20	1998-06-08
1998–99	Operating Budget Summary	1998-06-05	1998-06-04	1998-10-20	1998-06-08
1998–99 to 2002–03	Corporate Plan Summary	1998-06-05	1998-06-04	1998-10-20	1998-06-08
1999–2000	Capital Budget Summary	1999-06-04	1999-06-09	n/av	1999-06-10
1999–2000	Operating Budget Summary	1999-06-04	1999-06-09	n/av	1999-06-10
1999–2000 to 2003–04	Corporate Plan Summary	1999-06-04	1999-06-09	n/av	1999-06-10
Old Port of Montreal Corporation Inc.					
1997–98	Annual Report	1998-10-09	1998-08-19	1998-11-05	1998-09-22
1998–99	Capital Budget Summary	1998-11-04	1998-10-21	1998-12-08	1998-10-22
1998–99	Operating Budget Summary	1998-11-04	1998-10-21	1998-12-08	1998-10-22
1998–99 to 2002–03	Corporate Plan Summary	1998-11-04	1998-10-21	1998-12-08	1998-10-22

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
Pacific Pilotage Authority					
1998	Annual Report	1999-05-10	1999-04-26	1999-06-02	1999-04-27
1999	Capital Budget Summary	1999-03-19	1999-03-19	1999-04-29	1999-03-23
1999	Operating Budget Summary	1999-03-19	1999-03-19	1999-04-29	1999-03-23
1999 to 2003	Corporate Plan Summary	1999-03-19	1999-03-19	1999-04-29	1999-03-23
Petro-Canada Limited					
1998	Annual Report	1999-04-30	1999-05-03	1999-05-13	1999-05-04
1999	Capital Budget Summary	1999-04-30	1999-04-13	1999-06-08	1999-04-14
1999	Operating Budget Summary	1999-04-30	1999-04-13	1999-06-08	1999-04-14
1999 to 2003	Corporate Plan Summary	1999-04-30	1999-04-13	1999-06-08	1999-04-14
Port of Quebec Corporation[1]					
1998	Annual Report	1999-05-31	1999-05-26	1999-06-14	1999-05-31
1999	Capital Budget Summary	1999-04-12	1999-03-18	1999-05-06	1999-03-23
1999 to 2003	Corporate Plan Summary	1999-04-12	1999-03-18	1999-05-06	1999-03-23
Prince Rupert Port Corporation[1]					
1998	Annual Report	1999-05-31	1999-05-26	1999-06-14	1999-05-31
1999	Capital Budget Summary	1999-04-12	1999-03-18	1999-05-06	1999-03-23
1999 to 2003	Corporate Plan Summary	1999-04-12	1999-03-18	1999-05-06	1999-03-23
Queens Quay West Land Corporation					
1997–98	Annual Report	1998-10-09	1998-09-21	1998-11-05	1998-09-22
1997–98	Capital Budget Summary	1997-10-21	1998-08-19	1997-11-20	1998-09-22
1997–98	Operating Budget Summary	1997-10-21	1998-08-19	1997-11-20	1998-09-22
1997–98 to 2001–02	Corporate Plan Summary	1997-10-21	1998-08-19	1997-11-20	1998-09-22
1998–99	Capital Budget Summary	1998-10-08	1998-09-22	1998-11-17	1998-09-23
1998–99	Operating Budget Summary	1998-10-08	1998-09-22	1998-11-17	1998-09-23
1998–99 to 2000–01	Corporate Plan Summary	1998-10-08	1998-09-22	1998-11-17	1998-09-23
Royal Canadian Mint					
1998	Annual Report	1999-04-30	1999-04-13	1999-05-13	1999-04-14
1998	Capital Budget Summary Amendments	1999-03-19	1999-03-04	1999-04-29	1999-03-09
1999	Capital Budget Summary	1999-03-19	1999-03-04	1999-04-29	1999-03-09
1999 to 2003	Corporate Plan Summary	1999-03-19	1999-03-04	1999-04-29	1999-03-09
Saint John Port Corporation[1]					
1998	Annual Report	1999-05-31	1999-05-26	1999-06-14	1999-05-31
1999	Capital Budget Summary	1999-04-12	1999-03-18	1999-05-06	1999-03-23
1999 to 2003	Corporate Plan Summary	1999-04-12	1999-03-18	1999-05-06	1999-03-23

Document to be Tabled		House of Commons		Senate	
		Deadline	Tabled	Deadline	Tabled
St. John's Port Corporation[1]					
1998	Annual Report	1999-05-31	1999-05-26	1999-06-14	1999-05-31
1999	Capital Budget Summary	1999-04-12	1999-03-18	1999-05-06	1999-03-23
1999 to 2003	Corporate Plan Summary	1999-04-12	1999-03-18	1999-05-06	1999-03-23
St. Lawrence Seaway Authority, The					
1997–98	Annual Report	1998-10-09	1998-07-22	1998-11-05	1998-09-22
1998	Annual Report	1999-03-19	no	1999-04-15	no
1998–99	Capital Budget Summary	1998-11-06	1998-11-20	1999-02-03	1998-11-24
1998–99	Operating Budget Summary	1998-11-06	1998-11-20	1999-02-03	1998-11-24
1998–99 to 2002–03	Corporate Plan Summary	1998-11-06	1998-11-20	1999-02-03	1998-11-24
Standards Council of Canada					
1997–98	Annual Report	1998-10-09	1998-07-22	1998-11-05	1998-09-22
1998–99	Annual Report	n/av	1999-07-21	n/av	no
1999–2000	Capital Budget Summary	n/av	1999-06-07	n/av	1999-06-08
1999–2000	Operating budget Summary	n/av	1999-06-07	n/av	1999-06-08
1999–2000 to 2003–04	Corporate Plan Summary	n/av	1999-06-07	n/av	1999-06-08
Vancouver Port Corporation[1]					
1998	Annual Report	1999-05-31	1999-05-26	1999-06-14	1999-05-31
1999	Capital Budget Summary	1999-04-12	1999-03-18	1999-05-06	1999-03-23
1999 to 2003	Corporate Plan Summary	1999-04-12	1999-03-18	1999-05-06	1999-03-23
VIA Rail Canada Inc.					
1998	Annual Report	1999-06-02	1999-05-06	1999-06-15	1999-05-11
1998	Capital Budget Summary	1998-11-06	1998-12-02	1999-02-03	1998-12-03
1998	Operating Budget Summary	1998-11-06	1998-12-02	1999-02-03	1998-12-03
1998 to 2002	Corporate Plan Summary	1998-11-06	1998-12-02	1999-02-03	1998-12-03

[1] The *Canada Ports Corporation Act* specifies that the annual report of the Canada Ports Corporation shall include the annual reports of the local port corporations and that it shall be submitted to the appropriate minister no later than four months after the financial year-end. These reports are tabled as one document.

CORPORATE ABSTRACTS BY MINISTERIAL PORTFOLIO

Introduction

The corporate abstract for each parent Crown corporation describes the corporation's mandate and activities. It begins by identifying the key individuals responsible for the corporation, including the appropriate minister, the chairperson of the board of directors, the chief executive officer and the external auditors. Each corporation's contact information is also provided.

This chapter identifies the legislative authority under which the corporation was incorporated and its scheduling under the *Financial Administration Act*. In addition, information is provided on whether or not the corporation is an agent of Her Majesty. A corporation that has agency status enjoys the immunities, privileges and prerogatives that are enjoyed by the Crown and can bind the Crown by its Acts.

Performance information, where presented, is based on the corporation's annual report, and the summary of the corporate plan approved at the beginning of the year under review.

Readers wishing to obtain further information about a particular corporation should refer to the corporation's annual report or contact the corporation directly.

AGRICULTURE AND AGRI-FOOD

CANADIAN DAIRY COMMISSION

Appropriate Minister

The Honourable Lyle Vanclief, P.C., M.P.
Minister of Agriculture and Agri-Food

Chairperson and Chief Executive Officer

Guy Jacob

Head Office

Carling Executive Park
Suite 300
1525 Carling Avenue
Ottawa ON
K1A 0Z2
Telephone: (613) 792-2000
Facsimile: (613) 998-4492
Web site: www.cdc.ca

Auditor

Auditor General of Canada

Incorporation and Status

1966 by the *Canadian Dairy Commission Act* (R.S.C. 1985, c. C-15) (S.C. 1994, c. 26 and c. 38) (S.C. 1995, c. 23); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To give milk and cream producers the opportunity to get a fair return for their labour and investment while giving consumers a continuous and adequate supply of high quality dairy products.

Corporate Profile

The Canadian Dairy Commission (CDC) has the authority to purchase, store, process or sell dairy products; to make payments to milk and cream producers for the purpose of stabilizing the price of industrial milk and cream; to investigate matters relating to the production, processing or marketing of any dairy product; and to help promote the use of dairy products.

CDC advises the Minister of Agriculture and Agri-Food on matters relating to dairy policy and determines domestic requirements for industrial milk and cream for purposes of establishing Market Sharing Quota. It also establishes the target price for industrial milk, sets support prices for butter and skim milk powder, and offers to purchase products at these prices.

Since August 1, 1995, CDC has administered a new special milk class pricing and pooling system on behalf of the dairy industry. This has eliminated the need for CDC to make assistance payments to processors and exporters of dairy products.

Through its research and advisory functions, as well as its facilitative efforts on behalf of the Canadian Milk Supply Management Committee, CDC helps to build the consensus among industry players and governments that underlies the orderly marketing of dairy products in Canada.

Performance Information

In its Corporate Plan Summary for 1997–98 to 2001–02, CDC identified four principal goals for the planning period. CDC's 1997–98 Annual Report noted the achievements towards these goals, including the following:

- Ongoing program and pricing reviews by the CDC were geared to improving industry competitiveness and market responsiveness.
- CDC refined its data transfer procedures for the administration of the Class 5 Milk Permit and Pooling System to expedite the exchange with major program participants and increase the efficiency of reporting.
- To prepare Canada's defence of the Class 5 Milk Permit and Pooling System for a World Trade Organization Panel (scheduled for the fall of 1998), CDC worked with trade policy officials from the departments of Agriculture and Agri-Food as well as Foreign Affairs and International Trade.
- In September 1997, CDC implemented a new information system for its administrative, commercial and financial functions. Efforts are ongoing to achieve year-2000 readiness by December 1998.

Costs funded by the Government of Canada (excluding subsidies to producers of industrial milk and cream):

	1997–98 Forecast	1997–98 Actual
Administrative expenses ($ thousand)	2,383	2,385
Costs of production and dairy policy studies ($ thousand)	500	488

FARM CREDIT CORPORATION

Appropriate Minister

The Honourable Lyle Vanclief, P.C., M.P.
Minister of Agriculture and Agri-Food

Chairperson

Donald W. Black

President and Chief Executive Officer

John J. Ryan

Head Office

1800 Hamilton Street
PO Box 4320
Regina SK
S4P 4L3
Telephone: (306) 780-8100
Facsimile: (306) 780-5875
Web site: www.fcc-sca.ca

Auditor

Auditor General of Canada

Incorporation and Status

1959 by the *Farm Credit Act;* continued on April 2, 1993, under the *Farm Credit Corporation Act* (S.C. 1993, c. 14); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To deliver specific programs of the Government of Canada on a cost-recovery basis; and to assist Canadian farmers in establishing and developing viable farming enterprises by providing long-term credit and other financial services. The Corporation's legislated mandate was expanded in 1993 to include aquaculture, agri-forestry and agri-business.

Corporate Profile

The Farm Credit Corporation (FCC) makes mortgage loans to farmers for the purchase of farmland, livestock and machinery, permanent farm improvements and debt refinancing. It also lends to farmers for the acquisition of agricultural facilities and equipment, and participates in joint initiatives with provinces and other institutions.

FCC maintains a corporate office in Regina and serves clients through over 100 offices across Canada primarily based in farming communities.

Performance Information

FCC's Corporate Plan Summary for 1998–99 to 2002–03 identified objectives in the following areas: marketing, communications, human resources, technology/process reengineering, financial viability, and public policy.

The Corporation's 1998–99 Annual Report restated these objectives and reported the results achieved during the year, including the following:

- Innovative new products custom-designed for specific agricultural needs, such as AgriStart and Agri-Land Loan;
- Internet site launched in June 1998;
- All mission-critical systems have been tested and modified to mitigate the year 2000 risk; and
- Established a government and industry affairs office in Ottawa to enhance communications between the Corporation and key stakeholder representatives.

Selected summary information is presented in the table below.

	1998–99 Forecast	1998–99 Actual	1997–98 Actual
Net income ($ million)	36.9	42.6	41.6
Return on equity (%)	6.6	7.5	8.3
Efficiency ratio (%)*		57.7	60.9
Administration expenses ($ millions)	87.3	90.1	89.4

* Expenses incurred to earn a dollar of revenue.

CANADIAN HERITAGE

CANADA COUNCIL

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson

Jean-Louis Roux

Director and Chief Executive Officer

Shirley L. Thomson

Head Office

12th Floor
350 Albert Street
PO Box 1047
Ottawa ON
K1P 5V8
Telephone: (613) 237-3400
Facsimile: (613) 566-4390
Web site: www.canadacouncil.ca

Auditor

Auditor General of Canada

Incorporation and Status

1957 by the *Canada Council Act* (R.S.C. 1995, c. C-2); exempt from Divisions I to IV of Part X of the *Financial Administration Act;* not an agent of Her Majesty; a charitable organization for the purposes of the *Income Tax Act.*

Mandate

To promote the study and enjoyment of, and the production of works in, the arts.

Corporate Profile

The Canada Council provides grants and services to Canadian artists and arts organizations in dance, interdisciplinary work and performance art, media arts, music, theatre, visual arts, and writing and publishing. In addition, the Council administers the Art Bank, endowment funds, the Killam Program of scholarly awards and prizes, and offers a number of awards.

The Council is also responsible for the Canadian Commission for the United Nations Educational, Scientific and Cultural Organization (UNESCO), as well as for the Public Lending Right Commission.

The Council seeks both individually and collectively the advice of artists and arts professionals regarding its activities. It also co-operates closely with federal and provincial cultural agencies and departments. Sources of funding for the Council include parliamentary appropriations, income from its endowment funds, and private donations and bequests.

Performance Information

The Canada Council is exempt from Divisions I to IV of Part X of the *Financial Administration Act* (FAA), pursuant to subsection 85(1) of the FAA. As a result, a Corporate Plan Summary is not tabled in Parliament and the performance information for this corporate abstract was extracted from the Council's 1998–99 Annual Report.

In 1997, the government announced the addition of new funds to the Canada Council totalling $25 million a year for five years beginning in fiscal year 1997–98 and a $10 million Millennium Arts Fund.

During 1998–99, the Council allocated $21.4 million of the additional new funds to various grants. These included $12.3 million to reinforce and realign existing programs for creation, production and dissemination; $2.2 million to the Public Lending Right Commission; and $6.9 million for various strategic priorities, namely, developing audiences, Aboriginal arts, equity and access, and international development and festivals.

With regard to the Millennium Arts Fund, the Council reported that over one hundred projects had been supported to date with two more competitions still to take place.

During 1998–99 the Council awarded 5,690 grants to artists and arts organizations and made 11,602 payments to Canadian authors through the Public Lending Right Commission, totalling $112 million. The Art Bank surpassed its revenue objective of $1,100,000 in 1998–99 with an income of $1,138,000.

Selected summary information is presented in the table below.

	Actual 1998–99	Actual 1997–98
Revenue ($ thousand)	24,033	15,312
Expenses ($ thousand)	132,555	119,054
Parliamentary appropriation ($ thousand)	116,169	113,968
Net income after parliamentary appropriation ($ thousand)	7,647	10,226

CANADIAN BROADCASTING CORPORATION

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson

Guylaine Saucier

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Auditor

Auditor General of Canada

Incorporation and Status

Established by the 1936 *Canadian Broadcasting Act* and continued by the 1958, 1968 and 1991 Broadcasting Acts (R.S.C. 1991, c. 11); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

As Canada's national public broadcaster, the corporation's mission is to inform, entertain and enlighten; to contribute to the development of shared national consciousness and identity; to reflect the regional and cultural diversity of Canada; and to contribute to the development of Canadian talent and culture.

Corporate Profile

The Canadian Broadcasting Corporation (CBC) produces, procures and distributes Canadian programming in English, French and eight native languages. It also offers a selection of programs from around the world.

Its services include: two main television networks, one English and one French, that offer general and special interest programs; four main radio networks, two English and two French, that offer information and general interest programs as well as music and cultural programs; two all-news and information television networks that are entirely financed by cable subscriptions and advertising revenue; radio and television services to the North in English, French and eight native languages; and radio and television services to the North in English, French and eight native languages; and a digital pay audio service offering 30 continuous music channels 24 hours per-day without talk or commercials.

On behalf of the Government of Canada, the CBC also provides an international shortwave radio service, Radio Canada International, which broadcasts programs in seven languages.

CBC's programs are distributed via satellite in combination with microwave and landline, feeding 95 CBC owned stations, 1,164 CBC rebroadcasters, 27 private affiliated stations and 291 affiliated or community-owned rebroadcasters and stations.

Performance Information

CBC is exempt from Divisions I to IV of Part X of the *Financial Administration Act* (FAA), pursuant to subsection 85(1) of the FAA. As a result, a Corporate Plan Summary is not tabled in Parliament and the performance information for this corporate abstract was extracted from the Corporation's 1998–99 Annual Report.

CBC's Annual Report for 1998–99 identified five priorities for the period in review. These included: a determination to maintain and deepen the CBC's regional roots; a commitment that CBC's programming will be pan-Canadian; continuing the revitalization of CBC's English television; CBC's news and information services will set the standard for Canadian journalism; and opening CBC's corporate culture to respond to the new environment.

The Corporation reported on each of its various services and noted its achievements during the year. For example, CBC reported that its radio and television networks have maintained, and in some cases, increased programming in the regions. Specific examples were provided for its radio and television services in English and French, and CBC noted that new regional Web sites had been set up. CBC also stated that it had canadianized English TV prime time, replacing 200 hours of American shows a year.

Selected summary information is presented in the table below.

	1998–99 Actual	1997–98 Actual
Revenue ($ million)	484.1	525.3
Expenses ($ million)	1,431.3	1,411.6
Parliamentary appropriation for operating expenditures	759.5	759.7

CANADIAN FILM DEVELOPMENT CORPORATION

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson

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Auditor

Auditor General of Canada

Incorporation and Status

1967 by the *Canadian Film Development Corporation Act* (R.S.C. 1985, c. C-16); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To foster and promote an independent film and television production industry in Canada.

Corporate Profile

The Canadian Film Development Corporation (Telefilm Canada) administers 17 funds and programs including the Equity Investment Program of The Canadian Television Fund, a public-private partnership; the Feature Film Fund; and the Multimedia Fund. It also contributes to the development and production of feature films, made-for-TV movies, drama series, documentaries, children's programs, variety shows and multimedia products. To ensure that these products reach large audiences, Telefilm participates in other industry activities such as distribution, export, versioning, marketing and promotion at Canadian and foreign festivals and markets.

Performance Information

Telefilm Canada is exempt from Divisions I to IV of Part X of the *Financial Administration Act* (FAA), pursuant to subsection 85(1) of the FAA. As a result, a Corporate Plan Summary pursuant to the FAA is not tabled in Parliament. In its 1998–99 Annual Report, however, Telefilm indicated that its 1997–2000 Business Plan, published in November 1997, defined the Corporation's medium- and long-term goals and strategies.

Examples of Telefilm Canada's achievements as outlined in its 1998–99 Annual Report include the following:

- Telefilm allocated $134 million for the development and production of 588 new feature film, television and multimedia projects representing $550 million in production activity, compared with 506 projects with total budgets of $500 million in 1997–98.
- Projects from Montreal and Toronto were allocated 72% of the Corporation's resources while 28% went to projects from Western and Atlantic Canada and Quebec and Ontario cities other than Montreal and Toronto. The Western region received 19% of overall Telefilm participation and the Atlantic region, 8.3%. In 1997–98, the portion of Telefilm's resources devoted to regional production was 27%; in 1996–97, it was 26%.
- Telefilm noted that the development and scriptwriting of high-quality projects were priorities. During 1998–99, development assistance rose to $8.4 million, up from $7 million the year before. This was partly attributable to the new Multimedia Fund.

Selected financial information is shown in the following table:

	1998–99 Actual	1997–98 Actual
Parliamentary appropriation for operations ($ thousand)	78,301	80,723
Contribution from the Department of Canadian Heritage ($ thousand)		
• Canadian Television Fund – Equity Investment Program	57,241	75,500
• Multimedia	5,750	-
• Pre-professional development	1,300	1,300

CANADIAN MUSEUM OF CIVILIZATION CORPORATION

Appropriate Minister

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Web site: www.civilization.ca

Auditor

Auditor General of Canada

Incorporation and Status

1990 by the *Museums Act* (S.C. 1990, c.3); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To increase interest in, knowledge of, and appreciation for human cultural achievements and behaviour throughout Canada and internationally. This involves establishing, for research and posterity, a collection of objects of historical or cultural interest with special but not exclusive reference to Canada.

Corporate Profile

The Canadian Museum of Civilization Corporation (CMCC) comprises the Canadian Museum of Civilization (CMC)—Canada's national museum of social and cultural human history, and its affiliate museums: the Canadian War Museum (CWM)—Canada's national museum of military history, and the entirely virtual Museum of New France.

CMCC also houses the Canadian Children's Museum, the Canadian Postal Museum, and one of the world's first IMAX®/IMAX®/HD/OMNIMAX® theatres.

Performance Information

The Canadian Museum of Civilization Corporation's Corporate Plan Summary for 1998–99 to 2002–03 identified objectives in three broad areas: to be a centre of museological excellence communicating its knowledge at the national and international levels; to foster Canadian identity; and to assure the financial and operational viability of the Corporation.

The Corporation's 1998–99 Annual Report restated these objectives and reported on the results achieved. Several of the objectives and results are shown below. The Corporation

also noted that it had received numerous awards, particularly in the fields of promotion and multimedia, and that visitors' surveys had revealed a 98-per-cent satisfaction rate.

Objectives	1998–99 Target	1998–99 Achievements
Developmental research	33 projects undertaken 30 research associates	40 projects undertaken 28 research associates
Acquisitions	8,600 at CMC 500 at CWM	8,000 at CMC 80 at CWM
Attendance	1.3 million at CMC 90,000 at CWM 1.8 million Web site accesses	1.4 million at CMC 129,252 at CWM 6.7 million Web site accesses
Non-government revenues (%)	20.06	19.64

Selected financial information is shown in the table below:

	1998–99 Forecast	1998–99 Actual	1997–98 Actual
Revenue ($ thousand)	11,096	11,428	8,767
Expenses ($ thousand)	55,374	55,366	54,051
Parliamentary appropriation for operating expenditures ($ thousand)	44,478	43,722	43,081

CANADIAN MUSEUM OF NATURE

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
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Auditor

Auditor General of Canada

Incorporation and Status

1990 by the *Museums Act* (S.C. 1990, c. 3); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To increase interest in, knowledge of, and appreciation and respect for the natural world throughout Canada and internationally. This involves establishing, for research and posterity, a collection of natural history objects with special but not exclusive reference to Canada.

Corporate Profile

The Canadian Museum of Nature conducts research and publishes scientific articles. The Corporation also acquires and maintains collections of a wide variety of animals and minerals.

The Museum educates the public through various programs. These educational products include a variety of interactive and multimedia exhibits, lectures, broadcasts and a Web site.

Performance Information

The Canadian Museum of Nature's Corporate Plan Summary for 1998–99 to 2002–03 identified objectives in three broad areas: to foster a greater sense of common geographical identity and heritage among Canadians through appreciation and understanding of Canada's natural history; to increase self-generated revenues and other sources of revenue to sustain the Museum's programs and services; and to improve the efficiency and effectiveness of the Museum's operations.

The Corporation's 1998–99 Annual Report restated these objectives and reported on the results achieved for each objective identified in its Corporate Plan Summary. For example, one of the Corporation's performance measures for sharing and communicating the Museum's knowledge was that attendance at the Victoria Memorial Museum Building will be increased by 2% per year. The Annual Report noted that 1998–99 attendance had increased by 4.2% over the previous year, and 7.8% over target. As well, its Web site audience had grown by 832% from 1997–98 to 1998–99.

The Corporation's revenue generation target is to earn over $1.423 million from revenue-generating initiatives and to improve fund-raising to $1.78 million by 2003. The Annual Report stated that most divisions within the Museum continue to generate revenue; a fee schedule was developed for professional consulting; and the Corporation reached more than 22,000 individuals directly and actively pursued contact with numerous local and national corporations and foundations to create public understanding of the Museum as an institution to which people give.

Selected financial information is as follows:

	1998–99 Forecast	**1998–99 Actual**	**1997–98 Actual**
Revenue ($ thousand)	2,123	1,649	1,924
Expenses ($ thousand)	23,047	23,225	26,931
Parliamentary appropriation for operating expenditures	18,819	20,737	22,346

CANADIAN RACE RELATIONS FOUNDATION

Appropriate Minister

The Honourable Sheila Copps, P.C., M.P.
Minister of Canadian Heritage

Chairperson

The Honourable Lincoln M. Alexander, P.C.

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Auditor

Hilborn Ellis Grant LLP

Incorporation and Status

1996 under the *Canadian Race Relations Foundation Act*; exempt from Part X of the *Financial Administration Act*; not an agent of Her Majesty; a charitable organization for the purposes of the *Income Tax Act*.

Mandate

To facilitate, throughout Canada, the development, sharing and application of knowledge and expertise to contribute to the elimination of racism and all other forms of racial discrimination in Canadian society.

Corporate Profile

The Canadian Race Relations Foundation (CRRF) pursues activities in three priority areas: public awareness; research; and information, resource development and networking. In public awareness, CRRF's efforts are aimed at combating racism and reinforcing the positive contributions of racial minorities and Aboriginal peoples in Canadian society. CRRF's research contracts are on issues such as systemic racism in education, systemic racism in employment, public attitudes, race relations training and the development of standards. Its information, resource development and networking activities involve the sharing of information and development of resources through conferences and workshops, annotated bibliographies, resource guides and the Foundation's Web site.

When CRRF was created in October 1996 upon proclamation of its Act, it received a one-time endowment of $24 million from the federal government. CRRF operates on income derived from investments and donations. The Department of Canadian Heritage has provided start-up funds in 1996–97, 1997–98 and 1998–99.

Performance Information

CRRF is exempt from Part X of the *Financial Administration Act* (FAA), pursuant to its constituent Act. As a result, a Corporate Plan Summary is not tabled in Parliament and

the performance information for this corporate abstract was extracted from the Corporation's 1998–99 Annual Report.

The 1998–99 fiscal year represents the second year in operation for CRRF. The Foundation reported that its efforts focused on establishing a system that would allow for prudent fiscal management of operations, in addition to implementing its programs and policies. During the year in review, some 14 research projects and 32 community-based antiracist initiatives received funding from CRRF. In addition, the Foundation launched its Award of Excellence Program to recognize positive efforts in promoting racial harmony.

CRRF also noted that due to the allocation of funds for its community-based initiatives and research contracts, the Foundation experienced a significant increase in program expenditures over the previous year. Selected financial information is presented in the table below.

Selected summary information is presented in the table below.

	1998–99 Actual	1997–98 Actual
Total revenues including government grant ($ thousand)	2,268	2,263
Government grant ($ thousand)	1,033	818
Expenses ($ thousand)	1,533	727
Excess of revenues over expenses ($ thousand)	735	1,536

NATIONAL ARTS CENTRE CORPORATION

Appropriate Minister

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Auditor

Auditor General of Canada

Incorporation and Status

1966 by the *National Arts Centre Act* (R.S.C. 1985, c. N-3); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; not an agent of Her Majesty; a charitable organization for the purposes of the *Income Tax Act*.

Mandate

To play a leadership role in fostering artistic excellence in all of the performing arts disciplines.

Corporate Profile

The National Arts Centre Corporation operates and maintains the National Arts Centre in Ottawa. The Corporation develops the performing arts in the National Capital Region and assists the Canada Council in the development of the performing arts elsewhere in Canada.

The Corporation fulfils its artistic mandate through the following programs:

- English Theatre;
- French Theatre;
- Music;
- Dance;
- Youth Programs; and
- Festival Canada.

The latter program was revived in 1996–97 after a 14-year hiatus. Other sources of revenue for the Corporation include rentals and food services.

Performance Information

The National Arts Centre Corporation is exempt from Divisions I to IV of Part X of the *Financial Administration Act* (FAA), pursuant to subsection 85(1) of the FAA. As a result, a Corporate Plan Summary is not tabled in Parliament and the performance information for this corporate abstract was extracted from the Corporation's 1997–98 Annual Report, which noted that:

- The Corporation experienced an operating loss of $3.06 million, including approximately $2 million resulting from artistic programming cost over-runs and disappointing sales.
- The Board and Management have established a course of action to address many of the recommendations in the Auditor General's June 1998 report, which stated that

  > *the Centre needs to improve its systems and practices, particularly those related to decision making on programming, the quality of market research and analysis, staffing mechanisms and the empowerment of members of management, the organization of work, the planning of development activities....*

Selected summary information is presented in the table below.

	1997–98 Actual	**1996–97 Actual**
Attendance as a per cent of capacity:		
• English theatre	64	87
• French theatre	78	86
• Music	68	79
• Dance and variety	71	76
• Rentals and other programming	62	66
Revenue ($ million)	21.6	18.7
Expenses ($ million)	44.9	36.5
Results of operations after government funding ($ million)	(3.1)	1.1

NATIONAL CAPITAL COMMISSION

Appropriate Minister

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Auditor

Auditor General of Canada

Incorporation and Status

1958 by the *National Capital Act* (R.S.C. 1985, c. N-4; amended in 1988 S.C. 1988, c. 54); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To prepare plans for and assist in the development, conservation and improvement of the National Capital Region; to organize, sponsor, or promote public activities and events in the National Capital Region to enrich the cultural and social fabric of Canada.

Corporate Profile

The National Capital Commission (NCC) uses marketing campaigns and various outreach projects to promote the National Capital Region. Through the Capital Infocentre and other interpretation programs, the NCC informs and educates residents of the region and visitors. It also participates in major events in the National Capital Region, such as the annual Canada Day Celebrations and Winterlude.

The NCC is also responsible for planning the development and use of federal lands in the National Capital Region. As a major landowner in the National Capital Region, the NCC manages and maintains its own lands and looks after properties on behalf of others, including the Official Residences of Canada. The NCC's holdings include Gatineau Park, the Greenbelt, and a variety of urban lands, roads, paths, parkways and bridges.

Performance Information

The NCC's Corporate Plan Summary for 1998–99 to 2002–03 identified objectives and strategies to achieve them in four broad areas: promoting and animating the National Capital Region (NCR); planning the NCR; real asset management and development; and corporate services. Specific performance targets were also identified.

In its 1998–99 Annual Report, NCC reported its achievements against each of the performance targets . Selected examples are shown in the table below.

1998–99 Performance Target	1998–99 Achievement
Sponsorship levels will increase by a third over 1995 levels.	45% increase (from $530,000 in 1994–95 to $770,000 in 1998–99)
The *Plan for Canada's Capital* will be published by the end of the year.	The Plan was approved by the NCC's Board of Directors in April 1999.
NCC will complete the streetscapes and service enhancements of the Wellington Street section of Confederation Boulevard.	This target was met.
Land disposal revenues of $8.8 million will be achieved.	$2.6 million against the 1998–99 target was achieved, with $2.7 million anticipated in the near future.
Resources allocated to the Corporate Services sector will be reduced from the 1994–95 levels by 40 per cent.	This target was met.

Selected financial information is presented in the table below:

	1998–99 Forecast	1998–99 Actual	1997–98 Actual
Parliamentary appropriation for operating expenses ($ thousand)		58,614	52,278
Operating revenues ($ thousand)	27,569	24,679	21,957
Total expenditures ($ thousand)	85,008	90,564	89,050
Net cost of operations ($ thousand)	(6,779)	(7,271)	(14,815)

NATIONAL GALLERY OF CANADA

Appropriate Minister

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Minister of Canadian Heritage

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Auditor

Auditor General of Canada

Incorporation and Status

1990 by the *Museums Act* (S.C. 1990, c. 3); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To develop, maintain and make known, throughout Canada and internationally, a collection of historic and contemporary works of art with special, but not exclusive, reference to Canada; and to further the knowledge, understanding and enjoyment of art among Canadians.

Corporate Profile

The National Gallery of Canada carries out its mandate through four broad activity areas: adding to and preserving the collections of works of art; educating and communicating; housing and protecting the collections, visitors and staff; and managing its staff and resources. The Gallery also operates the Canadian Museum of Contemporary Photography (CMCP) in Ottawa.

The Gallery acquires Canadian and foreign works for its collections through purchases, gifts and bequests. Its exhibits are shown in Canada and around the world. The Gallery publishes documents including pamphlets and catalogues, as well as in the production of video products. Its Web site includes teacher support kits. The Gallery's programming activities include lectures, symposia, concerts and educational programs.

Performance Information

The National Gallery of Canada's Corporate Plan Summary for 1998–99 to 2002–03 identified objectives and performance indicators in the following areas: the acquisition and preservation of art; the communication with and education of the public so as to further their knowledge, understanding, and enjoyment of the visual arts; the

accommodation of the national collection of art in a secure yet accessible facility; and the administration of the Gallery's resources responsibly and effectively.

The Corporation's 1998–99 Annual Report restated these objectives and reported some of the results achieved. Examples of the strategies used to enhance knowledge and the availability of art for all Canadians included the following:

Strategies	1998–99 Forecast	1998–99 Actual
Present exhibitions and installations in the Gallery	Gallery: 28 exhibitions and installations CMCP: 8 exhibitions Visitors to the Gallery and CMCP: 600,000 + 35,000	Gallery: 34 exhibitions and installations CMCP: 11 exhibitions Visitors to the Gallery and CMCP: 645,360 + > 40,000
Present travelling exhibitions	Gallery: 15 CMCP: 30 Visitors to the Gallery and CMCP: 200,000 + 125,000	Gallery: 15 CMCP: 16 Visitors to the Gallery and CMCP: 91,124 + 74,420
Make loans on demand	800 to 1,200 loans per year	385 works loaned, including 30 from the CMCP

Selected financial information is shown in the table below. The Gallery also had an objective of achieving and maintaining its self-generated revenues at 15 per cent of total resources by 1999–2000. Its 1998–99 revenues were 20 per cent of total resources.

	1998–99 Forecast	1998–99 Actual	1997–98 Actual
Revenue ($ thousand)	7,950	8,976	12,834
Expenses ($ thousand)	39,541	47,634	45,770
Parliamentary appropriation ($ thousand)			
• for operating purposes	28,591	29,962	30,502
• for collections	3,000	3,310	5,181

NATIONAL MUSEUM OF SCIENCE AND TECHNOLOGY CORPORATION

Appropriate Minister

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Virender K. Handa

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Auditor

Auditor General of Canada

Incorporation and Status

1990 by the *Museums Act* (S.C. 1990, c. 3); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To foster scientific and technological literacy throughout Canada by establishing, maintaining and developing a collection of scientific and technical objects with special, but not exclusive, reference to Canada, and by demonstrating the products and processes of science and technology, as well as their economic, social and cultural relationships with society.

Corporate Profile

The National Museum of Science and Technology Corporation is responsible for the development and management of a representative collection of scientific and technological artifacts and materials which focuses on seven major subject areas – aviation, communications, industrial technology, natural resources, renewable resources, scientific instrumentation and transportation.

The Corporation manages three museum sites: the National Museum of Science and Technology, the Agriculture Museum and the National Aviation Museum. Each museum sets its own public programming activities and strategies in recognition of the different markets and clientele each serves. The museums operate under a common set of corporate policies. Support services such as human resources, finance and facilities management are provided centrally.

Performance Information

The 1998–99 to 2002–03 Corporate Plan Summary for the National Museum of Science and Technology Corporation (NMSTC) identified objectives in four broad areas: to develop and manage a representative collection, and to make it accessible; to provide opportunities for a broad public audience to enjoy an enriching museum experience; to provide quality venues for public programming activities, protection of the collection, and to promote operational effectiveness; and to develop a strong revenue base to allow for greater financial and management flexibility in fulfilling the Corporation's mandate.

The Corporation's 1998–99 Annual Report reported its performance on each of the above objectives and on its human resources management.

The following table notes two of the performance indicators where numerical targets were included in the Corporate Plan Summary.

Performance Indicators	1998–99 Target	1998–99 Result
Percentage of the collection catalogued to NMSTC standards	58	84
Percentage of the collection with a conservation report completed	35	32

Selected financial information is shown in the table below.

	1998–99 Forecast	1998–99 Actual	1997–98 Actual
Revenue ($ thousand)	4,270	4,584	4,119
Expenses ($ thousand)	22,855	23,875	24,134
Parliamentary appropriation ($ thousand)	18,595	20,007	19,265

FINANCE

BANK OF CANADA

Appropriate Minister

The Honourable Paul Martin, P.C., M.P.
Minister of Finance

Governor

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Auditor

Caron Bélanger Ernst & Young
Coopers & Lybrand

Incorporation and Status

1934 by the *Bank of Canada Act* (R.S.C. 1985, c. B-2); acts as the fiscal agent of the Government of Canada; exempt from Divisions I to IV of Part X of the *Financial Administration Act*.

Mandate

To formulate and implement monetary policy in Canada; and to act as the government's fiscal agent. The Bank has the sole right to issue paper currency for circulation in Canada.

Corporate Profile

The Bank of Canada's primary functions are as follows:

- **Monetary policy:** The Bank is responsible for managing the rate of monetary expansion in a way that is consistent with preserving the value of money.
- **Currency:** The Bank issues bank notes in Canada. This involves note design as well as the printing and distribution of bank notes, and their eventual replacement.
- **Central banking services:** The Bank regulates and supports the major clearing and settlement systems through which financial institutions execute securities transactions and transfer funds. As the federal government's banker, the Bank provides advice on debt management, handles new borrowings, maintains bondholder records, and makes payments for interest and debt redemption. It also manages Canada's foreign exchange reserves. As a service to the public, the Bank holds unclaimed bank balances and helps people reclaim money left in unused accounts.
- **Retail debt services:** The Bank is responsible for maintaining debt registers and for servicing the accounts of holders of Canada Savings Bonds and other debt instruments issued by the federal government. The management of this debt, however, is now under the direction of Canada Investment and Savings.

On the international front, the staff of the Bank participate in meetings of major international organizations, work closely with government departments on international economic and financial issues, and take part in technical assistance programs to developing countries.

Performance Information

The Bank of Canada is exempt from Divisions I to IV of Part X of the *Financial Administration Act* (FAA), pursuant to subsection 85(1) of the FAA. As a result, a Corporate Plan Summary is not tabled in Parliament and the performance information for this corporate abstract was extracted from the Bank's 1998 Annual Report.

- Early in 1998, the joint agreement between the federal government and the Bank on the objective of monetary policy was reaffirmed and extended. The target for monetary policy will continue to be to hold inflation inside a range of 1 to 3 per cent.
- The Bank reported continued success in holding the trend of inflation inside the target range through 1998.
- The review and restructuring of operations, carried out over the last four years, resulted in improvements in the performance of core central banking functions as well as substantially reduced expenses.
- Corrections required to ensure that all of the Bank's critical computer systems will be ready for the year 2000 were completed.

Selected summary information is presented in the table below.

	1998 Actual	1997 Actual	1996 Actual
Revenue ($ million)	1,799.4	1,578.6	1,648.8
Expenses ($ million)	120.6	144.2	213.7
Net revenue paid to Canada ($ million)	1,678.8	1,434.4	1,435.1

CANADA DEPOSIT INSURANCE CORPORATION

Appropriate Minister

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Minister of Finance

Chairperson

Ronald N. Robertson

President and Chief Executive Officer

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Auditor

Auditor General of Canada

Incorporation and Status

1967 by the *Canada Deposit Insurance Corporation Act* (R.S.C. 1985, c. C-3; R.S.C. 1985, c. 18 (2nd Supp.); S.C. 1992, c. 26); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To provide limited insurance for deposits with member institutions; to promote standards of sound business and financial practices, and contribute to the stability of the Canadian financial system; and to pursue the foregoing for the benefit of depositors and in such a manner as will minimize exposure to loss.

Corporate Profile

In providing deposit insurance, the Canada Deposit Insurance Corporation (CDIC) undertakes a wide range of initiatives to increase understanding of deposit insurance, to assess and monitor the risks of insuring deposits in collaboration with regulators, to manage relationships with federal and provincial governments, member institutions and their organizations, and other interested parties, to keep abreast of economic and policy issues, and to minimize the cost of deposit insurance. The primary functions of CDIC involve insurance and risk management, and claims and recoveries.

Performance Information

CDIC's Summary of the Corporate Plan for 1998–99 to 2002–03 identified eight priorities for the planning period. The Corporation reported on the achievement of each in its 1998–99 Annual Report. Three examples of the priorities and their achievement are as follows:

- To eliminate CDIC's borrowings from the Consolidated Revenue Fund by the end of 1998–99 and to eliminate CDIC's accumulated deficit by the end of 1999–2000. CDIC reported that it had paid off its debt in mid-1998 and the deficit had been eliminated at year-end.
- To improve productivity and cost effectiveness. CDIC reported that it recently adopted the Balanced Scorecard method to assess its performance and that this method was being implemented over two years.
- To maintain high-quality staff through fair and effective human resource and salary policies. CDIC reported that in its 1999 employee survey, which had a response rate of 92 per cent, over 80 per cent of employees reported that they were proud to work for CDIC and would recommend CDIC to others as a good place to work.

As at March 31, 1999, CDIC's deposit insurance member institutions included 35 domestic banks and subsidiaries, 30 domestic trust and loan companies and 48 foreign bank subsidiaries.

Selected financial information is provided in the table below.

	1998–99 Forecast	1998–99 Actual	1997–98 Actual
Revenue ($ million)	550	579	531
Expenses ($ million)	26	24	60
Income before adjustment to allowance and provisions for loss ($ million)		555	493
Net income ($ million)	524	566	637

CANADA DEVELOPMENT INVESTMENT CORPORATION

Appropriate Minister

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Auditor

Auditor General of Canada
KPMG LLP

Incorporation and Status

1982 under the *Canada Business Corporations Act*. Letters patent, May 26, 1982; Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To manage Crown corporations and investments assigned to it, and to privatize its holdings when appropriate. In January 1995, the government completed an assessment of the Corporation's future role. As a result, the Corporation's current mandate is to wind down its operations by divesting its assets and reducing its operating costs.

Corporate Profile

The Canada Development Investment Corporation (CDIC) manages two wholly owned subsidiaries: Canada Eldor Inc. and Canada Hibernia Holding Corporation. The latter manages the federal government's 8.5 per cent interest in the Hibernia Oil and Gas Offshore Development Project.

A previously wholly owned subsidiary, Theratronics International Limited, was sold in May 1998 to MDS Inc.

CDIC also administers outstanding issues pursuant to prior divestitures, including the sale of Canadair Limited and Theratronics International Limited and the sale of the operating assets of Eldorado Nuclear Ltd. (now Canada Eldor Inc.). These issues, which both relate to Canada Eldor Inc., include certain waste contingencies and outstanding litigation.

Performance Information

CDIC, in its Corporate Plan Summary for 1998 to 2003, identified the following main objectives for 1998:

- Continue to manage the investment in Canada Hibernia Holding Corporation with emphasis on developing a marketing plan and strategy for the sale of the asset;
- Continue the orderly wind-down of CDIC.

For the purposes of the financial forecasts, it was assumed that privatization of Theratronics International Limited would be completed in December 1997.

CDIC's 1998 Annual Report noted that:

- Theratronics International Limited was sold in 1998 for proceeds of $15.45 million;
- CDIC continues to make progress in divesting of its assets and reducing its operating costs. During 1998, CDIC's office was transferred to Ottawa and is housed within the Department of Finance Canada.
- Legislation was passed in June 1998 that provides authority for CDIC to dispose of its remaining assets and liabilities, and for the government to assume certain obligations of CDIC and its subsidiaries and to wind up CDIC.

Selected financial information is shown in the table below.

	1998 Forecast	1998 Actual	1997 Actual
Net income (loss) ($ thousand)	(13,060)	3,464	(1,956)
Dividends ($ thousand)	5,000	-	5,000

CANADA PENSION PLAN INVESTMENT BOARD

Appropriate Minister

The Honourable Paul Martin, P.C., M.P.
Minister of Finance

Chairperson

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Auditor

Deloitte & Touche

Incorporation and Status

1999 by the *Canada Pension Plan Investment Board Act* (S.C. 1997, c. 40); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To manage prudently and professionally in the best interests of contributors and beneficiaries, with a view to achieving a maximum rate of return without undue risk of loss, funds transferred to the board from the Canada Pension Plan Account.

Corporate Profile

The role of the Canada Pension Plan Investment Board is to increase the long-term value of Canada Pension Plan (CPP) assets through prudent participation in capital markets.

The Investment Board receives funds not required by the CPP to pay current pensions. The first transfer of funds occurred in March 1999 and the Board had $12 million in investment assets at March 31, 1999. The federal government has projected that assets should grow to $88 billion by 2008, based on the Board receiving approximately $66 billion of CPP funds over the next 10 years.

The Investment Board is managed independently of the Canada Pension Plan.

Performance Information

The Canada Pension Plan Investment Board is exempt from Divisions I to IV of Part X of the *Financial Administration Act* (FAA), pursuant to subsection 85(1) of the FAA and, as a result, a Corporate Plan Summary is not tabled in Parliament. However, the Investment Board's governing legislation imposes rigorous accountability, including a detailed annual report that must be publicly available. The Investment Board is required to publish in the annual report its success in reaching the prior year's investment objectives and the objectives for the next year and the foreseeable future.

- The Board commenced operations on October 1, 1998. Investment activity commenced with receipt of the first cash flow on March 1, 1999. The Board had no permanent staff in fiscal 1999.
- The chosen investment policy is to diversify the asset mix by investing all new cash flows in equities.
- With inflation assumed by the actuarial report to grow to 3 per cent annually over the next five years, the nominal investment objective is approximately 7 per cent.

Investment performance and benchmark returns for the six-month period ended March 31, 1999, are as follows:

	Portfolio Return (%)	Benchmark Return (%)
Canadian equities	4.9	4.8
Non-Canadian equities	5.4	4.4
Total return	5.0	4.7

Selected summary information is presented in the table below.

	For the six-month period ended March 31, 1999
Investment income ($)	203,209
Investment expenses ($)	847
Net income from operations ($)	202,362

PETRO-CANADA LIMITED

Appropriate Minister

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President

Guy Bujold

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Auditor

Auditor General of Canada

Incorporation and Status

1975 by the *Petro-Canada Act* (R.S.C. 1985: c. P-11); continued as Petro-Canada Limited on February 1, 1991 under the *Petro-Canada Public Participation Act*; Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To manage Petro-Canada Limited's investment portfolio to ensure that there are sufficient funds to meet its obligations on the outstanding long-term debt.

Corporate Profile

Petro-Canada Limited was the parent Crown corporation of Petro-Canada, which was privatized in July 1991. Upon privatization, Petro-Canada refinanced its previously government-backed debt with the proceeds going to Petro-Canada Limited.

The Corporation's principal business is to manage its investment portfolio and to meet its obligations on its outstanding bonds. At the end of the period in review, the Corporation's revenues from the securities in the investment portfolio and its cash reserves were sufficient to meet future cash-flow requirements on its outstanding bonds and future operating costs.

The Corporation, which has no employees, is managed by officials of the Department of Finance Canada.

Performance Information

Petro-Canada Limited's 1998 to 2002 Corporate Plan Summary highlighted two principal issues:

- Continue to reduce its assets and liabilities; and
- Generate sufficient revenues to meet future cash-flow requirements on the outstanding bonds and future operating costs.

The Corporation's 1998 Annual Report notes that:

- Revenues from the investment portfolio exceed obligations on the outstanding bonds, resulting in a net profit of $1 million.
- The Corporation has sufficient revenues and cash reserves to meet future cash flow requirements.
- Proceeds from interest and principal maturity of the investments approximate obligations of the debentures in long-term debt both in respect of the timing and the currency of payments.
- On January 11, 1999, the Corporation redeemed $108 million of debentures. No gain or loss resulted from this transaction.

Selected financial information is provided in the table below.

	1998 Forecast	1998 Actual
Total assets ($ million)	458.1	493
Revenues ($ million)	39.6	41
Net earnings ($ million)	0.8	1

FISHERIES AND OCEANS

FRESHWATER FISH MARKETING CORPORATION

Appropriate Minister

The Honourable Herb Dhaliwal, P.C., M.P.
Minister of Fisheries and Oceans

Chairperson

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Robert Hand

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Auditor

Auditor General of Canada

Incorporation and Status

1969 by the *Freshwater Fish Marketing Act* (R.S.C. 1985, c. F-13); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To market fish in an orderly manner, to maximize returns to fish producers and to promote international markets and increase trade in fish.

Established with the participation of each of the provinces and the territory in which it operates for the purpose of marketing and trading in fish, fish products and fish by-products in and outside of Canada. The participation of the provinces of Manitoba, Saskatchewan, Alberta and Ontario, and the Northwest Territories was established by agreement with the Government of Canada.

Corporate Profile

The Freshwater Fish Marketing Corporation operates on a self-sustaining basis with no appropriations from Parliament. In practice, the Corporation operates much like a producers' co-operative, with the beneficiaries being the commercial fish producers in Manitoba, Saskatchewan, Alberta, the Northwest Territories and Northwestern Ontario. The Corporation has the exclusive right to trade and market the products of the commercial fishery on an interprovincial and export basis. Its primary goal is to achieve the greatest economic returns possible for the commercial fish producers it serves, by providing a range of products and services to its customers.

Performance Information

The 1998–99 to 2002–03 Corporate Plan Summary of the Freshwater Fish Marketing Corporation (FFMC) included a dozen objectives and strategies for the planning period. These included the following:

- To capitalize on the Corporation's reputation as a reliable supplier of quality products to increase volumes and/or selling prices;
- To attempt to stimulate production of several species of fish, and to achieve better timing and volume of landings of all species—the latter in order to take better advantage of opportunities in the U.S. fresh fish markets and make more efficient use of the Corporation's processing plant capacity; and
- To encourage more fisher co-ops or private individuals to own and operate lakeside fish packing facilities now operated directly by the Corporation.

As well, the Corporation identified several cost-reduction strategies. Its projected net income for 1998–99 was $2.5 million.

Since the FFMC's 1998–99 Annual Report had not been tabled in Parliament as of the closing date for its inclusion in the database for the President of the Treasury Board's annual report, the Corporation's results for 1998–99 have not been reflected here.

FOREIGN AFFAIRS

INTERNATIONAL DEVELOPMENT RESEARCH CENTRE

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Auditor

Auditor General of Canada

Incorporation and Status

1970 by the *International Development Research Centre Act*, (R.S.C. 1985, c. I-19); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To initiate, encourage, support and conduct research into the problems of the developing regions of the world. The Centre also promotes and carries on research into the means for applying and adapting scientific, technical and other knowledge for the economic and social advancement of those regions.

Corporate Profile

The main objective of the International Development Research Centre (IDRC) is to help scientists in developing countries to identify and conduct research into long-term practical solutions to their development problems. To achieve this objective, it funds research, trains researchers and promotes research networks. The Centre's Canadian Partnership Program promotes collaborative research between scientists in Canada and those in developing countries.

IDRC's principal source of funding is parliamentary appropriations. It adds to this by entering into co-funding ventures with other donors and pursuing contract research opportunities in collaboration with the private sector.

Performance Information

IDRC is exempt from Divisions I to IV of Part X of the *Financial Administration Act* (FAA), pursuant to subsection 85(1) of the FAA. As a result, a Corporate Plan Summary is not tabled in Parliament and the performance information for this corporate abstract was extracted from the Centre's 1998–99 Annual Report.

IDRC noted that through its program initiatives, secretariats and other research activities, the Centre is achieving its mandate. IDRC reported on the challenge, the response, the

objectives and the results in the case of its work under the following themes, as well as providing further details on a featured project in each case: biodiversity conservation; equity in natural resource use; food security; information and communication; strategies and policies for healthy societies; and sustainable employment. It also reported on its corporate resource activities on information and communication, management and governance.

Selected financial information is shown in the table below.

	1998–99 Actual	1997–98 Actual
Revenue including parliamentary appropriation for operating expenditures ($ million)	125.1	121.4
Expenses ($ million)	129.8	117.7

INDUSTRY

BUSINESS DEVELOPMENT BANK OF CANADA

Appropriate Minister

The Honourable John Manley, P.C., M.P.
Minister of Industry

Chairperson

Michel Vennat

Acting President and Chief Executive Officer

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Auditor

KPMG LLP
Auditor General of Canada

Incorporation and Status

1974 by the *Federal Business Development Bank Act* (R.S.C. 1985, c. F-6) and continued by the *Business Development Bank of Canada Act* (S.C. 1995, c. 28); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To promote and assist in the establishment and development of business enterprises in Canada, especially small and medium-sized businesses, by providing a wide range of financial and management services.

Corporate Profile

The Business Development Bank of Canada (BDC) provides financial assistance to Canadian firms by acting as a complementary lender and a source for equity financing. It offers financial services, venture capital and consulting services.

The Corporation supports businesses in many sectors with a particular emphasis on knowledge-based industries and exporters. Small businesses in these target sectors often lack hard asset security to obtain complete financing from conventional sources.

Performance Information

BDC's Corporate Plan Summary for Fiscal 1999 to 2003 grouped its strategies for the planning period under three headings—innovate, integrate and grow. These strategies included establishing BDC as a leader in electronic commerce, increasing support for small business, introducing new products to fill market gaps, expanding Aboriginal financing partnerships and programs, and adopting an enhanced performance planning process built upon the Balanced Scorecard concept. The strategies also included building integrated total business solution packages comprised of financing and consulting products, and growing the financial services portfolio.

In its 1998–99 Annual Report, BDC reported on the achievement of its strategies.

The Corporation's performance measures and objectives are shown in the table below.

Performance Measures	1998–99 Forecast	1998–99 Actual	1997–98 Actual
Corporate			
• Return on equity (%)	8.1	6.4	10.2
• Customer satisfaction (%)	85	86	85
Loans			
• Expense to revenue ratio (%)	57	57	53.3
• Outstanding portfolio ($ billion)	4.5	4.5	
• Share of new financings to target markets (%)	43	44	39
Venture Capital			
• Internal rate of return (%)	7.8	7.8	7.9
BDC Consulting Group			
• Cost recovery rate (%)	83	84	

ENTERPRISE CAPE BRETON CORPORATION

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President

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Auditor

Auditor General of Canada

Incorporation and Status

1988 by the *Enterprise Cape Breton Corporation Act* (Part II of the *Government Organization Act, Atlantic Canada, 1987* [S.C. 1988, c. 50]); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To promote and assist the financing and development of industry on Cape Breton Island and a portion of mainland Nova Scotia in and around the Town of Mulgrave; to provide employment outside the coal-producing sector; and to broaden the base of the local economy.

Corporate Profile

The Enterprise Cape Breton Corporation (ECBC) takes a lead role in creating a business environment that fosters sustainable job creation and economic growth on Cape Breton Island and the Mulgrave area of Nova Scotia. It promotes these objectives in co-operation with the private and public sectors.

During 1998–99, ECBC's activities were focused on the following priority clusters: knowledge-based industries; resource-based industries; tourism, culture and entertainment; and oil and gas. In addition to its own programs, ECBC delivers the economic development programs of the Atlantic Canada Opportunities Agency (ACOA) on Cape Breton Island. ECBC also owns and operates an industrial park.

Performance Information

ECBC's 1998–99 Annual Report noted that the Corporation was awaiting approval of its Corporate Plan for 1998–99 to 2002–03. As a result, the Corporate Plan Summary for the period had not yet been tabled, and the information noted below only reflects that included in the Corporation's Annual Report.

ECBC reported on its accomplishments in the Information and Communications Technology Sector, Tourism, Community Economic Development, Investment and Prospecting, Resource Based Industries, and Oil and Gas.

Selected financial information is shown in the table below.

	1998–99 Actual	1997–98 Actual
Revenue ($ thousand)	808	973
Expenses ($ thousand)	9,781	10,479
Parliamentary appropriation ($ thousand)	8,400	9,787
Net income (loss) after parliamentary appropriation ($ thousand)	(572)	280

STANDARDS COUNCIL OF CANADA

Appropriate Minister

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Auditor

Auditor General of Canada

Incorporation and Status

1970 by the *Standards Council of Canada Act* (R.S.C. 1996, c. 24); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To oversee Canada's National Standards System by promoting voluntary standardization in Canada where standardization is not expressly provided for by law. These activities are aimed at advancing the national economy, supporting sustainable development, and benefiting the health, safety and welfare of workers and the public. These functions are also intended to assist and protect consumers, facilitate domestic and international trade, and further international co-operation in relation to standardization.

Corporate Profile

The Standards Council of Canada's (SCC's) work falls into three principal areas.

Standards development: SCC accredits organizations that develop standards in Canada. It also approves the standards developed by those organizations as National Standards of Canada. Internationally, SCC co-ordinates Canada's participation in the International Organization for Standardization (ISO) and the International Electrotechnical Commission (IEC). It also encourages the adoption and application of international standards in Canada.

Conformity assessment, which is the practice of determining whether a product, service or system meets the requirements of a particular standard. SCC accredits organizations that perform this function. SCC also takes part in international conformity assessment activities to help ensure that Canadian conformity assessment procedures are recognized in foreign markets.

Standards Information: SCC offers information on standards, technical regulations and conformity assessment in Canada and around the world. It also serves as Canada's World Trade Organization/North American Free Trade Agreement (WTO/NAFTA) Enquiry Point.

Performance Information

The Summary of SCC's 1998–99 to 2002–03 Corporate Plan identified 22 objectives—one of which was the development, communication and implementation of a Canadian Standards Strategy by June 1999. Progress on the achievement of each of the objectives was reported upon in SCC's 1998–99 Annual Report.

SCC reported that good progress was made during the year on many of the key action items of the plan. The Corporation also noted that some action items had been set aside as it became clear that they would be addressed in a more comprehensive way by the Canadian Standards Strategy itself. SCC expects to review both its strategic plan and its funding allocations in light of the new standards strategy, which is expected to be completed by the end of 1999.

Selected financial information is presented in the table below.

	1998–99 Forecast	1998–99 Actual	1997–98 Actual
Revenue ($ thousand)	4,239	3,911	5,084
Expenses ($ thousand)	9,189	9,061	10,289
Net income (loss) before government funding ($ thousand)	(4,950)	(5,150)	(5,205)
Parliamentary appropriation for operating expenses ($ thousand)	4,950	4,938	4,958

INTERNATIONAL TRADE

CANADIAN COMMERCIAL CORPORATION

Appropriate Minister

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Auditor

Auditor General of Canada

Incorporation and Status

1946 by the *Canadian Commercial Corporation Act* (R.S.C. 1985, c. C-14); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To assist in the development of trade between Canada and other nations by facilitating sales to foreign governments and international agencies as well as other approved buyers on behalf of Canadian suppliers.

Corporate Profile

The Canadian Commercial Corporation (CCC) helps Canadian exporters to win contracts in foreign markets, primarily with those of foreign governments and international organizations. Foreign buyers dealing through CCC receive a government-backed guarantee of contract completion.

As part of Canada's trade team, the Corporation's activities complement the export financing and insuring services of the Export Development Corporation, as well as the market intelligence and promotional activities of federal departments and agencies.

As the export contracting arm of the federal government, CCC:

- gains access for Canadian exporters to the U.S. defence and space markets through formal agreements signed by the Government of Canada;
- acts as a prime contractor in the sale of Canadian goods and services at the request of Canadian exporters and their foreign customers;
- identifies business opportunities, particularly with the U.S. government, and passes them on to Canadian firms that are registered with CCC and capable of meeting the client's requirements; and
- provides assistance and expertise in other areas such as pre-shipment financing, contract risk analysis, management services and contract arbitration.

Performance Information

In its 1998–99 to 2002–03 Corporate Plan Summary, the Canadian Commercial Corporation (CCC) noted the following key business and financial objectives:

- To increase to 1,675* the number of exporters accessing CCC's services;
- To increase to 350 the number of companies contracting successfully through CCC;
- To increase the number of projects on which the Corporation is working in order to generate a total business volume of between $1 billion and $1.2 billion in the value of orders received;
- To generate cost recovery revenues of $2.2 million on CCC's services; and
- To increase the client satisfaction index from 6.7 to 7.2 in the November 1998 client satisfaction survey.

CCC also noted its 1998–99 standards for four financial performance indicators, namely, total cost of operations compared to business volume, time required to make payment to Canadian suppliers, provision for doubtful accounts when compared to accounts receivable from foreign customers, and additional contract costs compared to total business volume on a five-year moving average.

Since CCC's 1998–99 Annual Report had not been tabled in Parliament as of the closing date for its inclusion in the database for the President of the Treasury Board's annual report, the Corporation's results for 1998–99 have not been reflected here.

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* CCC's Corporate Plan Summary noted that its Board of Directors had since revised this figure to a target of 1,950 for 1998–99.

EXPORT DEVELOPMENT CORPORATION

Appropriate Minister

The Honourable Pierre S. Pettigrew, P.C., M.P.
Minister for International Trade

Chairperson

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Auditor

Auditor General of Canada

Incorporation and Status

1969 by the *Export Development Act* (R.S.C. 1985, c. E-20) (S.C. 1993, c. 26, in force June 10, 1993); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To support and develop Canada's export trade and Canadian capacity to engage in that trade and respond to international business opportunities.

Corporate Profile

The activities of the Export Development Corporation (EDC) are aimed at reducing the financial risk to Canadian exporters. The Corporation's risk management services include export receivables insurance, bonding and guarantee protection. Its financing products include lines of credit and protocols, note purchase arrangements, direct buyer loans, long-term preshipment financing, leveraged lease finance and project risk financing.

EDC's business teams have a direct hand in delivering these products. Its front-line teams are organized on a sectorial basis. In addition, specialized customer support teams provide expertise in credit surveillance and analysis, economics, international markets, international relations and risk management.

Performance Information

In its 1998 to 2002 Corporate Plan Summary, EDC indicated that in order to fulfil its mandate the Corporation had set as a goal to serve more customers, support more business and take more risk on behalf of its customers, all in a financially sound manner. Numerical targets were included for each of the Corporation's goals.

In its 1998 Annual Report, EDC reported on the achievement of its goals. Selected results are shown in the table below.

Measures	1997 Actual	1998 Target	1998 Actual
Enhanced service to customers			
• No. of customers served	3,711	+15%	4,183
• No. of SME* customers served	3,243	+15%	3,664
• Overall customer satisfaction (%)	79.5	80.0	79.8
• Business volumes ($ billion)	28.6	+16%	34.8
High risk business strategy			
• Business volume in developing markets ($ billion)	7.9**	+15%	8.9
Financial management strategy			
• Net income ($ million)	128	154	135
• Ratio of administrative expenses to net operating income (%)	n/a	≤16	12.5

* Small- and medium-sized enterprises
** 1997 target
n/a means not applicable

NATURAL RESOURCES

ATOMIC ENERGY OF CANADA LIMITED

Appropriate Minister

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Auditor

Auditor General of Canada
Ernst & Young LLP

Incorporation and Status

1952 under Part I of the *Canada Corporations Act*; continued July 8, 1977, under a certificate, amended July 5, 1982, under the *Canada Business Corporations Act*; Schedule III, Part I of the Financial *Administration Act*; an agent of Her Majesty.

Mandate

To develop, design and market CANDU power reactors, MAPLE research reactors and MACSTOR waste storage facilities; and manage the construction of nuclear reactor projects worldwide.

Corporate Profile

Atomic Energy of Canada Limited's (AECL's) activities include the development of a variety of products and services that are now in use around the world. Its main product, the CANDU reactor, supplies about 15 per cent of Canada's electricity and is an important component of energy programs on four continents. The Corporation operates research and development laboratories at Chalk River, Ontario and Pinawa, Manitoba, as well as business, engineering and design offices in Ottawa, Mississauga and Montreal.

On December 15, 1998, the federal government announced that AECL will terminate its nuclear research activities at Whiteshell Laboratories by December 2001, and the nuclear facilities at the site will be decommissioned. Two key scientific research programs, however, will be continued in the Pinawa and Lac du Bonnet area.

Performance Information

AECL noted that the Governor in Council has not approved the Corporation's five-year Corporate Plan in its entirety since 1994–1995 and, as a result, the related five-year Corporate Plan summaries have not been tabled in Parliament. AECL also noted that the government and the Corporation continue to consider budget and policy issues affecting the Corporation.

In its Corporate Plan and Budget Summary for 1998–99, AECL identified objectives in three broad areas: commercial projects and services, marketing plan, and product development plan.

The Corporation's 1998–99 Annual Report highlighted the results achieved during the year in each of the identified areas. For example, with regard to its commercial products and services, AECL reported on the progress of its CANDU projects, its MDS Nordion Medical Isotope Project and its securing of services work from operating CANDU stations.

To support the Corporation's efforts in marketing and sales, AECL opened new offices in Shanghai, China and Bangkok, Thailand. The Corporation also noted that it had signed a Memorandum of Understanding with Vietnam and Daewoo of Korea to undertake a Pre-Feasibility Study on the construction of CANDU nuclear power plants in Vietnam.

With regard to its product development plan, AECL provided an update of its research programs and noted that during the year the study to enhance CANDU 6 economics had been completed and the product's competitiveness had been increased in the areas of enhanced safety, reduced emissions and shorter schedules.

Selected financial information is presented in the table below.

	1998–99 Forecast	1998–99 Actual	1997–98 Actual
Commercial Operations			
• Revenue ($ thousand)	642	544	490
• Operating Profit ($ thousand)		34	26
Research expenses ($ thousand)		204	232
Net income (loss) ($ thousand)	(7)	(10)	7

CANADIAN WHEAT BOARD, THE

Appropriate Minister

The Honourable Ralph Goodale, P.C., M.P.
Minister of Natural Resources

Chief Commissioner (during 1997–98)

Lorne. F. Hehn

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Auditor

Deloitte & Touche

Incorporation and Status

1935 by the *Canadian Wheat Board Act* (R.S.C. 1985, c. C-24); exempt from Divisions I to IV of Part X of the *Financial Administration Act*; an agent of Her Majesty. Effective December 31, 1998, The Canadian Wheat Board is no longer an agent of Her Majesty or a Crown corporation within the meaning of the *Financial Administration Act*.

Mandate

To market wheat and barley grown in Western Canada in the best interests of Western Canada's grain producers; and to administer the *Prairie Grain Advance Payments Act*.

Corporate Profile

The Canadian Wheat Board (CWB) markets wheat and barley on behalf of 110,000 producers in Western Canada. It is responsible for all domestic sales for human consumption and export sales of wheat and barley grown in the Prairie provinces and British Columbia. It markets these grains in Canada as well as to more than 70 countries around the world with the objective of attaining the best possible price. By acting as a seller, banker and shipper, the CWB is actively involved in all facets of the grain industry.

The Corporation's sales revenues belong to the producers. Therefore, all proceeds from sales, less marketing and administrative costs, are returned to the producers.

The amendments to the *Canadian Wheat Board Act*, which received Royal Assent on June 11, 1998, changed the CWB from a parent Crown corporation to a shared-governance corporation with farmers electing a majority of the board of directors.

Performance Information

Although a Crown corporation during the period in review, The Canadian Wheat Board (CWB) was exempt from Divisions I to IV of Part X of the *Financial Administration Act* (FAA), pursuant to subsection 85(1) of the FAA. As a result, a Corporate Plan Summary was not tabled in Parliament and performance information for this corporate abstract is extracted from the Corporation's 1997–98 Annual Report.

- CWB reported that it successfully pushed for the passage of new legislation allowing for a farmer-elected Board of Directors and new options to improve cash flow.
- CWB received a Signature Award for ease of navigation and usefulness of the CWB Web site from the Advertising Association of Winnipeg.
- Anticipating changes in world markets, CWB found new buyers for Canadian grains and sold 80 per cent of the crop in the first half of the crop year, when values were highest.

CAPE BRETON DEVELOPMENT CORPORATION

Appropriate Minister

The Honourable Ralph Goodale, P.C., M.P.
Minister of Natural Resources

Chairperson

Joseph P. Shannon

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Auditor

Auditor General of Canada

Incorporation and Status

1967 by the *Cape Breton Development Corporation Act*, (R.S.C. 1985, c. C-25); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To reorganize and rehabilitate the coal industry on Cape Breton Island. The goal of the Corporation is to operate safe and commercially viable coal mines that are dependable supplies of quality coal and related energy products.

Corporate Profile

The Cape Breton Development Corporation (Devco) is the largest coal producer in Eastern Canada. It operates the Prince Colliery and the Phalen Colliery on Cape Breton Island, as well as fully integrated support facilities for the preparation and distribution of coal to Canadian and international markets.

On January 28, 1999, the federal government announced that it would initiate a process to privatize Devco's operations. The government also announced that it would provide a $111 million support package to workers affected by decisions to curtail development of the Phalen mine. The government had also previously approved funding of $41 million to cover Devco's operating requirements to March 31, 1999 and the write-off of a $69 million loan that had been advanced to the Corporation over the past three years.

On October 27, 1999, Bill C-11, which would authorize the divestiture of Devco's assets and the dissolution of the Corporation, was tabled in the House of Commons.

Performance Information

Since a Corporate Plan Summary for 1998–99 to 2002–03 has not been tabled, the information noted below is based on Devco's 1998–99 Annual Report.

In its Annual Report, Devco stated that the Corporation was carrying out restructuring activities as approved in the 1996–97 to 2000–01 Corporate Plan and in the 1999–2000 to 2003–04 Corporate Plan approved by the Governor in Council. Devco also noted that the government is providing funding for these activities through an annual appropriation.

During the year, Devco continued its workforce rationalization plan. The number of employees on March 31, 1999 was 1,635, which was 103 fewer when compared to the previous year.

Devco also reported that production difficulties and roof falls at both the Prince and Phalen collieries led to a depletion of the Corporation's coal inventories and a reduction in sales to its major customer, Nova Scotia Power Inc.

Selected financial and operational information is shown in the table below.

	1998–99 Actual	1997–98 Actual
Revenue ($ million)	98.9	167.9
Profit (loss) from current operations ($ million)	(29.5)	(8.8)
Loss for the year ($ million)	(299.7)	(187.2)
Saleable production (thousand tonnes)	1,818	2,358
Output/manshift (tonnes)	9.2	9.3

PUBLIC WORKS AND GOVERNMENT SERVICES

CANADA LANDS COMPANY LIMITED

Appropriate Minister

The Honourable Alfonso Gagliano, P.C., M.P.
Minister of Public Works and Government Services

Chairperson

Jon K. Grant

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Auditor

Auditor General of Canada
KPMG LLP

Incorporation and Status

1956 by letters patent; reorganized under the *Canada Business Corporations Act*, September 19, 1977; Certificate of Continuance under the *Canada Business Corporations Act*, July 7, 1981; Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To dispose of surplus federal real properties in order to optimize value to Canadian taxpayers while respecting the government's policies with regard to First Nations' land claims, as well as environmental, official languages and heritage considerations.

Corporate Profile

In addition to its principal function of disposing of surplus federal real properties, the Canada Lands Company Limited is responsible for managing certain key properties, including the former Canadian Forces Base (CFB) Downsview lands in Toronto. Originally, the Corporation focused on the marketing of the surplus property of the Canadian National Railway Company, which was privatized in 1995. Since then, Canada Lands Company Limited has assumed responsibility for other federal properties across the country.

The Corporation's real estate portfolio includes the CN Tower in Toronto, which is currently undergoing a major revitalization program through a public/private partnership.

Other major projects are under way in Burnaby, British Columbia; Calgary, Alberta; Saint-Hubert, Quebec and Moncton, New Brunswick.

Performance Information

Canada Lands identified the following selected items in its Summary of the Corporate Plan for 1998–99 to 2002–03:

- Expediting the transfer of real properties from custodial federal departments;
- The appropriate structuring of the new subsidiary, CLC Downsview Inc.; and
- Completion of negotiations under way to acquire properties from CMHC.

The Corporation's Annual Report for 1998–99 noted the following:

- The Corporation proactively worked to improve the property transfer process, opening a corporate office in Ottawa and participating, with the Treasury Board Secretariat, and Public Works and Government Services Canada, in the current review process dealing with the Reform of the Disposal System for Federal Real Property.
- CLC Downsview Inc. (CLCD) was incorporated in July 1998. Although CLCD was inactive during the remainder of the year, it was anticipated that it would become operational in the 1999–2000 fiscal year.
- During the year, Canada Lands completed the acquisition of certain Canada Mortgage and Housing Corporation properties for a price of $61.1 million and, by the end of the year, had sold $25.7 million of these assets.
- The Garrison Woods project in Calgary won the 1999 Award of Excellence for Environmental Design from the Alberta Association of the Canadian Institute of Planners. The Moncton Shops project was awarded the 1998 Excellence Award (Environment Category) from the Greater Moncton Economic Commission and Chamber of Commerce.
- The Corporation's "balanced scorecard" measurement system targets four categories: financial, internal, community benefits, and learning and growth. Key financial targets were included in the Corporate Plan Summary, with achievements documented in the Annual Report.

Selected financial information is provided in the table below.

	1998–99 Budget	1998–99 Actual	1997–98 Actual
Property sales ($ million)	247.0	144.9	133.9
Net income before tax ($ million)	26.7	22.0	22.2
Income tax ($ million)	11.7	8.2	8.9
Dividends ($ million)	30.1	46.6	20.4

CANADA MORTGAGE AND HOUSING CORPORATION

Appropriate Minister

The Honourable Alphonso Gagliano, P.C., M.P.
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Chairperson

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Auditor

Auditor General of Canada
Mallette Maheu (Associated with Arthur Andersen)

Incorporation and Status

1946 by the *Central Mortgage and Housing Corporation Act*; amended March 16, 1979, to *Canada Mortgage and Housing Corporation Act* (R.S.C. 1985, c. C-7); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty except when s.14 of its Act applies.

Mandate

To promote the construction of new houses, the repair and modernization of existing houses, and the improvement of housing and living conditions.

In 1996, the Government of Canada assigned to the Canada Mortgage and Housing Corporation a new mandate in the areas of housing finance, assisted housing, housing export promotion, and research and information transfer.

Corporate Profile

The Canada Mortgage and Housing Corporation (CMHC) accomplishes its mandate through activities in three business components:

Within the **Corporate Account**, the Corporation manages a portfolio of loans and investments under the provisions of the *National Housing Act*, develops and sells land holdings, and provides housing-related services. Funding is provided by borrowings from the private sector and in the past was provided by the Government of Canada.

The **Minister's Account** administers subsidized housing programs under the provisions of the *National Housing Act*. CMHC is reimbursed for contributions and related operating expenses through parliamentary appropriations of over $1.8 billion per year. About 90 per cent of the contributions are committed for some 35 years to subsidize social housing programs.

The **Insurance and Guarantee Funds** are administered by CMHC under the provisions of the *National Housing Act* (NHA). The Mortgage Insurance Fund provides insurance against borrower default on residential mortgage loans. The Mortgage-backed Securities Guarantee Fund guarantees timely payment of the principal and interest for investors of securities based on NHA insured mortgages.

Performance Information

The objectives of CMHC, as specified in its Corporate Plan Summary for 1998 to 2002, included: improved housing affordability and choice for Canadians; improved housing and living conditions for Canadians; supporting market competitiveness and housing sector well-being; and maximizing operational effectiveness.

In its 1998 Annual Report, CMHC reported on the achievements. For example, the 5-per-cent downpayment mortgage insurance was extended to repeat buyers; and CMHC approved more than 900 units for on-reserve housing in the first nine months of the 1998–99 delivery year. The Residential Rehabilitation Assistance Program, Emergency Repair Program and Home Adaptations for Seniors' Independence initiative was extended for five years. CMHC modified its Insurance and Guarantee Funds' investment portfolio to increase long-term returns. The Corporation also continued to implement the transfer of the management of social housing resources by signing transfer agreements with Manitoba and Yukon.

Selected financial and performance information is shown in the table below.

	1998 Forecast	1998 Actual	1997 Actual
Corporate Account			
• Net after-tax income ($ million)		1	11
Minister's Account			
• Grants, contributions, subsidies ($ million)	1,916	1,841	1,900
Mortgage Insurance Fund			
• Assets ($ million)	3,037	4,143	3,922
• Net income (loss) ($ million)	6.5	166	(17)

CANADA POST CORPORATION

Appropriate Minister

The Honourable Alfonso Gagliano, P.C., M.P.
Minister of Public Works and Government Services

Chairperson

(Vacant post)

President and Chief Executive Officer

The Honourable André Ouellet, P.C.

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www.postecanada.ca

Auditor

Deloitte & Touche LLP

Incorporation and Status

1981 by the *Canada Post Corporation Act* (R.S.C. 1985, c. C-10); Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To operate Canada's postal service on a self-sustaining basis with a standard of service that meets the needs of Canadians.

The federal government compensates Canada Post for postal services that are provided at less than cost pursuant to government measures to support the publishing industry and other programs, such as northern parcel mail, parliamentary free mail and blind persons' free mail.

Corporate Profile

In 1998–99, Canada Post Corporation delivered 9.6 billion messages and parcels. These materials were processed through 22 major plants and other facilities for delivery to nearly 13 million addresses in Canada. Postal services are available to customers through nearly 18,600 retail points of access.

The Corporation provides a number of distribution services including Priority Courier, Xpresspost, Expedited and Regular Parcels. It also sells philatelic products. Through its international consulting subsidiary, Canada Post Systems Management Ltd., the Corporation markets its expertise to postal administrations throughout the world.

Performance Information

Canada Post Corporation's 1998–99 Corporate Plan Summary addressed only one fiscal year, reflecting the Corporation's inability to make any commitments beyond the current year until the mediation-arbitration process with the Canadian Union of Postal Workers, which had begun in January 1998, was completed. In addition to labour issues, the Corporate Plan Summary highlights included the following:

- Simplification of services and the resulting ability to streamline processing and delivery activities, and remove duplicate non-core infrastructure;
- Launching new services, such as an electronic courier service; and
- The labour-intensive repair and testing phase of its year 2000 program.

The Corporation's 1998–99 Annual Report noted various achievements including the approval of a Multi-Year Policy Framework by the Government of Canada and the introduction of a simplified and standardized version of its distribution services. Canada Post also reported that:

- The new Electronic Post Office was ready for public launch, and a pilot of a secure electronic courier product (Poste*e*CS) was under way;
- The Corporation's year 2000 project was on schedule, with all systems expected to be repaired and back in production by August 1999; and
- The Office of the Ombudsman brought closure to approximately 98 per cent of the 5,609 requests for assistance received during the past year.

Selected summary information is presented in the table below.

	1998–99 Forecast	1998–99 Actual	1997–98 Actual
Income from operations ($ million)	65	59	53
Net income ($ million)	42	50	36
Total assets ($ million)	2,734	2,802	2,919
Return on equity (%)		4.7	3.2
Customer satisfaction index (%)		70	67
Employee satisfaction index (%)		Not measured	53
Total volume (millions of pieces)		9,613	9,236
Retail points of access		18,608	19,865

DEFENCE CONSTRUCTION (1951) LIMITED

Appropriate Minister

The Honourable Alfonso Gagliano, P.C., M.P.
Minister of Public Works and Government Services

Chairperson

(Vacant post)

President and Chief Executive Officer

Ross Nicholls

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Auditor

Auditor General of Canada

Incorporation and Status

1951 by the *Defence Production Act* (R.S.C. 1985, c. D-1); continued under the *Canada Business Corporations Act*, November 21, 1978; Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To provide contracting, contract management and environmental project management services to assist with the delivery of the construction program of National Defence. As owner and design authority, National Defence provides the Corporation with the necessary land and funding, as well as complete drawings and specifications.

Corporate Profile

Defence Construction (1951) Limited (DCC) provides service in the areas of contracting for architectural/engineering consulting and for construction; consultant contract administration and construction contract management; and project management support for the client's environmental remediation and protection programs. All facilities are put in place by private industry, with DCC serving as the interface between the government and the consultants and construction contractors. DCC's function is to ensure the financial and competitive integrity of the contracting process; devise sound contracts that protect the interests of both the government and those entrusted with implementation; and monitor and influence the time, cost and quality aspects of projects.

Performance Information

DCC's Corporate Plan Summary for 1998–99 to 2002–03 identified strategic objectives in a number of areas with regard to both its external and internal environments. The latter area included objectives related to changes in the required skill sets for staff, continuing the implementation of service billing, cost control, corporate culture and organizational structure.

The Corporation's 1998–99 Annual Report noted DCC's results with regard to its strategic initiatives. As well, the Report included DCC's performance in the case of its contract, contract management, and project management support services, and its value added and financial results. With regard to the latter items, in some cases DCC also provided comparative data for up to the three previous years.

Selected financial information is presented in the table below.

	1998–99 Forecast	1998–99 Actual	1997–98 Actual
Revenue ($ thousand)	13,564	17,320	16,499
Expenses ($ thousand)	13,090	17,075	16,245
Net income ($ thousand)	474	245	254

OLD PORT OF MONTREAL CORPORATION INC.

Appropriate Minister

The Honourable Alphonso Gagliano, P.C., M.P.
Minister of Public Works and Government Services

Chairperson

Bernard Lamarre

President and Chief Executive Officer

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Auditor

Auditor General of Canada

Incorporation and Status

1981 under the *Canada Business Corporations Act*; a wholly owned subsidiary of the Canada Lands Company Limited; directed by Order in Council (P.C. 1987–86) to report as if it were a parent Crown corporation; an agent of Her Majesty.

Mandate

To develop the Old Port of Montreal site; and to manage and maintain the Crown property in that location.

Corporate Profile

The Old Port of Montreal Corporation Inc. is responsible for managing and developing the Old Port site in Montreal. It operates an IMAX® theatre and an outdoor skating rink, and offers year-round activities for visitors. Sources of independent revenue include theatre admissions, parking, food services and sponsorships.

With the support of the federal government, the Corporation is developing the Montreal Interactive Science Centre—an exhibition, entertainment and business centre that is scheduled to open on May 1, 2000.

Performance Information

In the Summary of its Corporate Plan for 1998–99 to 2002–03, the Old Port of Montreal Corporation Inc. outlined a number of objectives and strategies for the planning period, including:

- Delivery of the Montreal Interactive Science (iSci) Centre on May 1, 2000;
- Rehabilitation of the cold storage warehouse;
- Achievement of operational self-sufficiency as of 2002–03; and
- Maintenance of the quality and safety of the facilities.

The Corporation, in its 1998–99 Annual Report, indicated that, with regard to the iSci Centre, rehabilitation of the sheds to provide close to 500 parking spaces and development of a "technology promenade" had been completed, and that construction of the Centre itself was proceeding. As well, out of the $15 million to be raised as part of the sponsorship program, close to 60 per cent had been confirmed at the end of the fiscal year.

With regard to the proposed rehabilitation of the cold storage warehouse, the building and portion of the land that depends on it were transferred to the Canada Lands Company, which became the owner of the project. The development agreement for the project gives the Old Port of Montreal Corporation an oversight role in the progress of the project with respect to its architectural character and its integration with the Old Port site.

The Corporation noted that the site's sponsorships and private sector activities, excluding the iSci Centre's financing, increased by 13.5% over the previous year and that admissions to the IMAX® Theatre were up by 5%. The Corporation's self-financing rate declined by 3% (from 69% in 1997–98 to 66%); however, the Corporation considered that this was a very satisfactory result given the impact of the iSci Centre's construction on its operations.

A number of capital projects related to the maintenance and safety of the facilities were also undertaken during the year.

The Corporation also reported that in April 1999 it was named the provincial winner of the Attractions Canada Award in the Outdoor Site category.

QUEENS QUAY WEST LAND CORPORATION

Appropriate Minister

The Honourable Alfonso Gagliano, P.C., M.P.
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Auditor

Auditor General of Canada

Incorporation and Status

1936 as Terminal Warehouses Ltd. under the *Ontario Companies Act*; July 14, 1978, as Harbourfront Corporation, under the *Business Corporations Act of Ontario*; continued under the *Canada Business Corporations Act*, December 21, 1984; Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

Formerly responsible for operating, managing, maintaining and developing the Harbourfront site in Toronto, the Corporation's mandate is to dissolve itself once it fulfils its remaining obligations.

Corporate Profile

Queens Quay West Land Corporation operates the Harbourfront site in Toronto under an agreement with the federal government. Most of the original 100-acre site has been conveyed to the City of Toronto.

In August 1996, the management of the Corporation was transferred from the Canada Development Investment Corporation to Canada Lands Company CLC Limited, which provides staff, facilities and corporate administration. In addition, as the need arises, it continues to retain consultants and advisors to assist with the implementation of its mandate.

Performance Information

In the Corporate Plan Summary for the period 1998–99 to 2000–01, the Corporation stated its mandate as follows:

- Provide solutions to all outstanding business issues;

- Find an alternate funding vehicle for Harbourfront Centre; and
- Sell all the remaining assets.

The Corporation's 1999 Annual Report indicates that:

- The Corporation successfully negotiated the sale of the two properties known as BQ7 and MLQ4, and, through the disposition of the latter property, has found a creative solution for permanent office quarters for Harbourfront Centre. A $0.6 million write-off of receivables (due from the City of Toronto) was part of an agreement to facilitate that sale (410 Queens Quay West). An agreement to sell BQ7 was scheduled to close on August 31, 1999.
- Proceeds realized upon the disposition of any real property must be used first to pay the City of Toronto $13.5 million and then to repay the $45.8 million loan from Canada to the extent possible. It is management's estimate that the net proceeds from the sale of the two properties will only be sufficient to pay approximately 40 per cent of the loan from Canada.
- A major obstacle in dissolving the Corporation is the determination of an alternate funding vehicle for the Government of Canada's financial commitment to Harbourfront Centre. Discussions are under way between various government departments.

ROYAL CANADIAN MINT

Appropriate Minister

The Honourable Alfonso Gagliano, P.C., M.P.
Minister of Public Works and Government Services

Chairperson

Emmanuel Triassi

President and Master of the Mint

Danielle V. Wetherup

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Auditor

Auditor General of Canada

Incorporation and Status

1969 by the *Royal Canadian Mint Act* (R.S.C. 1985, c. R-9); Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To mint coins in anticipation of profit and to carry out other related activities. Founded in 1908 as a branch of the Mint of the United Kingdom, its operations were devolved to the Crown in right of Canada in 1931. Initially a departmental agency of the government, the Mint was incorporated by legislation in 1969. In 1987, a share-capital structure was created for the Mint, and shares were issued to Canada.

Corporate Profile

The Royal Canadian Mint is responsible for minting the nation's circulation coins. Internationally, the Mint generates commercial revenue by offering a wide range of specialized coin products and related services.

The Mint owns two facilities – one in Ottawa and the other in Winnipeg. The Ottawa facility includes the corporate head office, the gold refinery, and production facilities for numismatic and bullion coins, medals and medallions. The Winnipeg Plant produces all of Canada's circulation coins as well as circulation coins for foreign countries.

Bill C-41, an Act to amend the *Royal Canadian Mint Act* and the *Currency Act*, received Royal Assent on March 11, 1999. The changes were proposed to enable the Mint to become a more efficient organization, able to quickly respond to the demands of its markets and able to compete with its major competitors on an equal footing.

Performance Information

In its 1998 to 2002 Corporate Plan Summary, the Mint's objectives included ensuring that Canadian circulation coinage is cost effective and available to meet public needs; generating a profit and maintaining the long-term viability of the Corporation; and creating an environment where all employees demonstrate trust, respect, ingenuity and participation and work towards achieving the vision of the Mint as the global leader in minting.

In its 1998 Annual Report, the Mint reported that to achieve the first objective, the Mint is building a plating facility at its Winnipeg Plant and continuing to monitor closely the demand for coinage. Work on the plating facility began in April 1998 and ended the year within budget and on schedule. To achieve its second objective, the Mint indicated that it would recommend amendments to the *Royal Canadian Mint Act*, as well as continue to manage costs and improve productivity. The amendments to the Act received Royal Assent on March 11, 1999. With regard to the third objective, the Mint indicated that it would continue to invest in the training and professional development of its employees.

The Mint continues to use a 'balanced scorecard' concept that measures its performance from the perspective of the shareholder, customers, the Mint itself and innovation and learning. Selected financial and operating performance measures are shown below.

	1998 Forecast	1998 Actual	1997 Actual
Net income ($ million)	4.4	4.5	3.9
Return on equity (%)	6.7	7.0	6.5
Production in millions of pieces:			
• Canadian circulation coins		1,308.4	624.3
• Coinage for the world		2,253.1	1,398.4
"Value added" sales revenue per employee ($ thousand)	145	130	122
Percentage of contribution margin from new products (%)	12	12	12
Investment in training as a per cent of payroll	4	4	5

TRANSPORT

ATLANTIC PILOTAGE AUTHORITY

Appropriate Minister

The Honourable David Collenette, P.C., M.P.
Minister of Transport

Chairperson

Anne Soucie

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Auditor

Auditor General of Canada

Incorporation and Status

1972 pursuant to the *Pilotage Act* (R.S.C. 1985, c. P-14); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To operate, maintain and administer a safe and efficient pilotage service within designated waters in and around the Atlantic provinces. These objectives are to be achieved by establishing a fair and reasonable tariff.

Corporate Profile

In addition to providing pilotage services, the Atlantic Pilotage Authority with the approval of the Governor in Council makes regulations that prescribe the compulsory pilotage areas; the ships or classes of ships that are subject to compulsory pilotage; when compulsory pilotage may be waived; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.

Of the 31 ports in the four Atlantic regions, 16 are compulsory pilotage areas. The criteria for determining which ports should become compulsory are: the degree of difficulty and hazard in the approaches and within the port itself; the amount of vessel movement and the manoeuvrability of those vessels; the design of wharves and slips; the nature of the cargo; and environmental concerns and the preservation of the ecosystem.

Performance Information

The Atlantic Pilotage Authority's 1998 to 2002 Corporate Plan Summary included the following major objectives:

- To provide a safe, economical, reliable and effective marine pilotage service within the Atlantic Region;

- To respond to the needs of port users and to work effectively with them, while complying fully with the *Pilotage Act* and the Authority's legislated mandate to ensure financial self-sufficiency;
- To address the issue of minimizing "cross-subsidization" among the four Atlantic regions and their ports.

The Authority's 1998 Annual Report notes that:

- The Authority continues to meet its mandate of being financially self-sufficient;
- Interested parties have accepted the system of evaluating each port annually to attain port-by-port self-sufficiency;
- The Authority has made great progress in minimizing cross-subsidization between regions and ports, and will continue to pursue this goal.

Selected performance indicators are shown in the table below.

	1998 Forecast	1998 Actual	1997 Actual
Net income ($ thousand)	830	670.0	1,042.7
Number of assignments	9,569	9,726	9,760
Incident-free assignments (%)	99.9	99.9	99.9

CANADA PORTS CORPORATION

Appropriate Minister

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Auditor

Raymond Chabot Grant Thornton

Incorporation and Status

1983 by the *National Harbours Board Act* (R.S.C. 1970, N-8, s.3); reconstituted by the *Canada Ports Corporation Act* (R.S.C. 1985, c. C-9); Schedule III, Part II of the *Financial Administration Act;* an agent of Her Majesty.

Mandate

To administer, manage and control Canadian harbours and any other harbour, work or property of Canada transferred by the Governor in Council.

Corporate Profile

During 1998, the Canada Ports Corporation (CPC) co-ordinated the national port activities of seven autonomous local port corporations, which appear separately in this report. It also had direct responsibility for operating six non-corporate divisional ports and has a wholly owned subsidiary—Ridley Terminals Inc. In addition, the Corporation administered the Interport Loan Fund to provide an alternative source of financing for financially viable projects.

The implementation of the *Canada Marine Act*, which received Royal Assent on June 11, 1998, transformed the seven local port corporations as well as three divisional ports into Canada port authorities. The Halifax, Montreal and Vancouver port corporations became port authorities on March 1, 1999. The Port of Quebec Corporation, and the Prince Rupert, Saint John and St. John's port corporations, and CPC's Saguenay, Sept-Îles and Trois Rivières divisional ports became port authorities effective May 1, 1999. These new entities are non-share-capital, shared-governance corporations with the associated municipalities and provinces each appointing a member to the board of directors, and the federal government appointing the majority.

On August 31, 1999, the Minister of Transport announced that a Port Advisory Committee was being established in light of the possible creation of a Belledune Port

Authority. The Port of Belledune—one of CPC's divisional ports—was not one of the original 18 ports designated to become a Canada port authority. On October 1, 1999, the Port Colborne port facilities and property were officially transferred to the City of Port Colborne. The port at Baie des Ha! Ha! is to be deproclaimed as a federal harbour in 1999.

Until further decisions are taken, CPC will continue to directly administer the divisional ports at Belledune, New Brunswick; Baie des Ha! Ha!, Quebec; and Prescott, Ontario.

The *Canada Marine Act* also provides for the dissolution of CPC. Its assets will devolve to the Crown under the administration of the Minister of Transport. Ridley Terminals Inc., presently a wholly owned subsidiary of CPC, will become a parent Crown corporation when CPC is dissolved.

Performance Information

The 1998 to 2002 Corporate Plan Summary of CPC outlined the Corporation's major objectives to ensure a smooth transition to the requirements of the new *Canada Marine Act*. These objectives applied principally to CPC's National Office operations and included actions related to the future of the Corporation's divisional ports.

In its 1998 Annual Report, CPC indicated that by December 31, 1998 virtually all operational items had been processed through its board of directors and that work was well under way to complete those projects that were necessary to prepare for the transition to the new system.

Selected performance indicators for the Canada Ports Corporation's divisional ports and its wholly owned subsidiary, Ridley Terminals Inc., are shown in the table below.

	1998 Forecast	1998 Actual	1997 Actual
Operating revenue ($ thousand)	48,855	52,247	59,620
Operating income ($ thousand)	15,372	22,804	27,634
Net income ($ thousand)	32,024	10,985	8,785
Total divisional port traffic (million tonnes)*	38.4	34.3	34.3

* Excludes Ridley Terminals Inc.

FEDERAL BRIDGE CORPORATION LIMITED, THE

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Auditor

Auditor General of Canada

Incorporation and Status

1998 under the *Canada Business Corporaitons Act*; Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

As a parent Crown corporation, to manage two wholly owned subsidiary bridge corporations—The Seaway International Bridge Corporation, Ltd. and the Jacques Cartier and Champlain Bridges Incorporated.

Corporate Profile

The Federal Bridge Corporation Limited (FBCL) was established on October 2, 1998, following the passage of the *Canada Marine Act*. Its main objectives are to manage the two wholly owned subsidiary bridge corporations—The Seaway International Bridge Corporation, Ltd. (SIBC) and the Jacques Cartier and Champlain Bridges Incorporated (JCCB), previously under the management of The St. Lawrence Seaway Authority (SLSA).

When The Federal Bridge Corporation Limited was created, its financial year-end was automatically determined under Section 121 (1) of the *Financial Administration Act* as a calendar year-end. However, its subsidiaries' year-end is March 31.

In order to reconcile the year-end of the parent Crown corporation (December 31) with its subsidiaries (March 31) and provide continuity for financial reporting and analysis, The Federal Bridge Corporation Limited will require Governor-in-Council approval to change its year-end.

Financial and Employment Information

Selected items are presented here for information purposes. For details regarding the dissolution of SLSA on December 1, 1998, the relevant transfers of its net assets and other organizational changes, the reader should refer to the individual annual reports.

	FBCL	JCCB	SIBC
Period covered by financial statements	**Oct 1/98 to Mar 31/99**	**Apr 1/98 to Mar 31/99**	**Jan 1/98 to Dec 31/98**
Assets ($ million)	52.8	18.8	2.4
Current liabilities ($ million)	4.0	3.7	0.3
Long-term liabilities ($ million)	0.9	0.7	2.1
Equity ($ million)	47.9	14.3	.01
Net income (loss) ($ million)	0.3	(1.3)	Distributed
Loans from the private sector	0	0	0
Loans from Canada	0	0	0
Budgetary appropriations ($ million)	9.7	22.4	0
Dividends	0	0	0
Employment (forecast)	2	40	1.8

GREAT LAKES PILOTAGE AUTHORITY

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Auditor

Auditor General of Canada

Incorporation and Status

1972 by the *Pilotage Act* (R.S.C. 1985, c. P-14); incorporated under the *Canada Corporations Act* in May 1972 as a subsidiary of The St. Lawrence Seaway Authority; deemed to be a parent corporation within the meaning of the *Financial Administration Act* and listed in Schedule III, Part I of that Act; became a parent corporation on October 1, 1998 pursuant to the *Canada Marine Act*; not an agent of Her Majesty.

Mandate

To operate, maintain and administer a safe and efficient pilotage service in all Canadian waters in Ontario and Manitoba, as well as in Quebec south of the northern entrance to the St. Lambert Lock.

Corporate Profile

In addition to providing pilotage services, the Great Lakes Pilotage Authority, with the approval of the Governor in Council, makes regulations that prescribe the compulsory pilotage areas; the ships or classes of ships that are subject to compulsory pilotage; when compulsory pilotage may be waived; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.

The Authority co-ordinates its operations with a number of other organizations such as the St. Lawrence Seaway Management Corporation and the United States Seaway Development Corporation which operate the lock facilities and maintain a traffic control system within the region. Other organizations involved are the Canadian Coast Guard, which provides aids to navigation, and the United States Coast Guard, which is responsible for United States pilotage matters in international waters.

Performance Information

Objectives of the Great Lakes Pilotage Authority include operating on a self-sustaining financial basis and prescribing fair and reasonable tariff or pilotage charges. The Authority's 1998 to 2002 Corporate Plan Summary also noted that, as a matter of policy, the Authority takes a long-term approach to financial self-sufficiency whenever these two objectives are not compatible.

Selected performance indicators are shown in the table below.

	1998 Forecast	1998 Actual	1997 Actual
Net income ($ thousand)	250	1,701.4	1,210.0
Number of assignments	7,400	9,085	7,192
Incident-free assignments (%)	99.5	99.7	99.6
Average cost of performing an assignment ($)	1,733*	1,711	1,674

* Source: *Great Lakes Pilotage Authority, Ltd., 1997 Annual Report*

HALIFAX PORT CORPORATION

Appropriate Minister

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Auditor

Grant Thornton

Incorporation and Status

1984 letters patent of incorporation pursuant to subsection 25 (1) of the *Canada Ports Corporation Act* (R.S.C. 1985, c. C-9); Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To administer, manage and control the Halifax harbour, and works and property within the harbour.

Corporate Profile

The Halifax Port Corporation is an autonomous local port corporation that provides services for Canada's international shipping trade in the Halifax Port area. The corporation's business includes breakbulk cargo, grain and cruise vessel traffic.

Effective March 1, 1999, the Halifax Port Corporation was converted to a Canada port authority pursuant to the *Canada Marine Act* that received Royal Assent on June 11, 1998. The new entity is a non-share-capital, shared-governance corporation with the associated municipalities and province each appointing a member to the board of directors, and the federal government appointing the majority.

Performance Information

The 1998–2002 Corporate Plan Summary of the Halifax Port Corporation included the following major objectives: (1) increase container volumes by not less than 6 per cent per annum, (2) expand the non-containerized revenue base, and (3) generate sufficient net income and cash flow levels to satisfy financial requirements.

In its 1998 Annual Report, the Corporation reported that it achieved its objectives, except for a decline in container volumes due to the slowdown in the economies in the Far East and to restructuring in the volatile liner shipping industry.

Selected performance indicators are shown in the table below.

	1998 Forecast	1998 Actual	1997 Actual
Operating revenue ($ thousand)	15,511	14,113	14,974
Operating income ($ thousand)	2,799	3,088	3,010
Net income ($ thousand)	2,681	3,005	3,122
Total traffic (million tonnes)	14.2	13.2	14.1

LAURENTIAN PILOTAGE AUTHORITY

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Auditor

Auditor General of Canada

Incorporation and Status

1972 by the *Pilotage Act* (R.S.C. 1985, c. P-14); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To operate, maintain and administer a safe and efficient pilotage service in the St. Lawrence River between Les Escoumins and the north end of the St. Lambert Lock, in the Saguenay River and in Chaleur Bay north of Cap d'Espoir.

Corporate Profile

The Laurentian Pilotage Authority serves three mandatory pilotage districts: one for the Port of Montreal, another for the navigable waters between Montreal and Quebec City, and a third for the navigable waters between Quebec City and Les Escoumins including the Saguenay River. The Authority owns and operates a pilot station at Les Escoumins with pilot boats capable of carrying pilots year round. Pilot stations at Quebec City, Trois Rivières, Sorel, Lanoraie and Montreal are served by private companies under contract to the Authority.

In addition to providing pilotage services, the Authority with the approval of the Governor in Council makes regulations that prescribe the compulsory pilotage areas; the ships or classes of ships that are subject to compulsory pilotage; when compulsory pilotage may be waived; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.

Performance Information

The main priority of the Laurentian Pilotage Authority, as noted in its 1998 to 2002 Corporate Plan Summary, was to achieve financial self-sufficiency in 1998.

Selected performance indicators are shown in the table below.

	1998 Forecast	1998 Actual	1997 Actual
Net income (loss) ($ thousand)	535.0	463.5	(834.3)
Number of assignments	21,673	22,018	20,941
Number of incidents*		29	26
Incident-free assignments (%)	99.9	99.87	99.88

* Compilation of all maritime-incident reports with or without damage.

MARINE ATLANTIC INC.

Appropriate Minister

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Auditor

Auditor General of Canada

Incorporation and Status

1979 by the *Canada Business Corporations Act*; status and ownership changed as of December 31, 1986, pursuant to the *Marine Atlantic Inc. Acquisition Authorization Act* (S.C. 1986, c. 36); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To provide quality, safe and efficient marine transportation and hospitality services in Atlantic Canada. Its principal activity is the operation of ferry services on behalf of the Government of Canada.

Corporate Profile

Marine Atlantic Inc. has provided continuous ferry services between Newfoundland and Nova Scotia for over 100 years. In addition to the constitutionally guaranteed ferry link between North Sydney, Nova Scotia and Port aux Basques, Newfoundland, Marine Atlantic continues to operate a seasonal alternative service between Argentia, Newfoundland and North Sydney.

The Corporation is financially supported by the federal government through operating, capital and restructuring contracts with Transport Canada.

Marine Atlantic Inc. continues to have a strong economic presence in the region; it is a carrier of Atlantic Canada's commerce and plays an important role in Newfoundland's tourism industry.

Performance Information

In its1998 to 2002 Corporate Plan Summary, Marine Atlantic Inc. noted that it would continue its efforts to reducing its reliance on the public purse but that the targets that were set for revenue and expense performance, traffic growth and rate forecasts are not detailed in the document.

The Corporation has evolved into a three-vessel operation providing constitutionally guaranteed ferry service to the Province of Newfoundland and Labrador, and 1998 represents the first full year of its reduced mandate. Marine Atlantic Inc.'s 1998 Annual Report noted the following:

- The management and administrative structure continued to evolve to reflect the Corporation's reduced mandate.
- In light of record traffic levels, management recognized the need to address capacity issues and commissioned a preliminary study, which identified a number of possible options.
- The centennial year of ferry service across the Cabot Strait was celebrated.
- The Corporation had highly satisfactory financial results in 1998: "Measured by commercial revenues, operating expenses and subsidy requirements, the overall performance was the best in the company's history."

Selected performance indicators are shown in the table below.

Gulf Service Traffic	1998 Actual	1997 Actual
Passengers	444,425	412,812
Passenger vehicles	138,850	128,923
Commercial vehicles and 40-foot equivalent containers	71,311	67,951

MONTREAL PORT CORPORATION

Appropriate Minister

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Auditor

Samson Bélair
Deloitte & Touche

Incorporation and Status

1983 by letters patent of incorporation pursuant to subsection 25(1) of the *Canada Ports Corporation Act* (R.S.C. 1985, c. C-9); Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To administer, manage and control the Montreal harbour, and works and property within the harbour.

Corporate Profile

The Montreal Port Corporation is an autonomous local port corporation that provides services for Canada's international shipping trade in the Montreal port. The port's business includes the handling of containers, non-container general cargo, and dry and liquid bulk traffic. It also receives cruise traffic.

Effective March 1, 1999, the Montreal Port Corporation was converted to a Canada port authority pursuant to the *Canada Marine Act* that received Royal Assent on June 11, 1998. The new entity is a non-share-capital, shared-governance corporation with the associated municipalities and province each appointing a member to the board of directors, and the federal government appointing the majority.

Performance Information

The 1998 to 2002 Corporate Plan Summary of the Montreal Port Corporation included the maintenance of financial self-sufficiency as one of its major objectives. In its 1998 Annual Report, the Corporation reported that it continues to enjoy excellent financial health.

Selected performance indicators are shown in the table below.

	1998 Forecast	1998 Actual	1997 Actual
Operating revenue ($ thousand)	56,042	57,113	56,620
Operating income ($ thousand)	6,626	6,711	6,796
Net income ($ thousand)	12,409	13,046	12,426
Total traffic (million tonnes)	19.9	21.0	20.7

PACIFIC PILOTAGE AUTHORITY

Appropriate Minister

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Auditor

Auditor General of Canada

Incorporation and Status

1972 pursuant to the *Pilotage Act* (R.S.C. 1985, c. P-14); Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To operate, maintain and administer a safe and efficient pilotage service in the coastal waters of British Columbia.

Corporate Profile

The Pacific Pilotage Authority provides pilotage services within a commercially oriented framework directed towards maintaining financial self-sufficiency through tariffs. Employee pilots provide services on the Fraser River. In other coastal waters, pilotage services are provided under a contract with a local licensed pilot company.

In addition to providing pilotage services, the Authority with the approval of the Governor in Council makes regulations that prescribe the compulsory pilotage areas; the ships or classes of ships that are subject to compulsory pilotage; when compulsory pilotage may be waived; the tariff rates for pilotage; and the classes of licences and classes of pilotage certificates that may be issued.

Performance Information

Corporate objectives of the Pacific Pilotage Authority, as stated in its Corporate Plan Summary for 1998 to 2002, include the delivery of safe, reliable and efficient marine pilotage and related services, within a commercially oriented framework directed toward maintaining financial self-sufficiency through tariffs which are fair and reasonable.

Anticipating sufficient working capital to meet all business obligations, the Authority forecasted a break-even budget for 1998. In its 1998 Annual Report, the Authority noted that despite the poor economic climate in the shipping industry in British Columbia, its operations resulted in the achievement of a surplus.

Selected performance indicators are shown in the table below.

	1998 Forecast	1998 Actual	1997 Actual
Net income ($ thousand)	27	385	1,283
Number of coastal assignments	12,600	12,232	13,278
Number of Fraser River assignments	700	1,035	934
Incident free assignments (%)	*	99.857	99.775

* The Authority does not forecast incidents.

PORT OF QUEBEC CORPORATION

Appropriate Minister

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Auditor

Mallette Maheu

Incorporation and Status

1984 by letters patent of incorporation pursuant to subsection 25(1) of the *Canada Ports Corporation Act* (R.S.C. 1985, c. C-9); Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To administer, manage and control the Quebec City harbour, and works and property within the harbour.

Corporate Profile

The Port of Quebec Corporation is an autonomous local port corporation that provides services for Canada's international shipping trade in the Quebec City harbour. The Port of Quebec is the oldest port in the North American market. Its business includes the handling of liquid and solid bulk, grain, chemicals and general non-containerized goods. In addition, major cruise lines have been calling at the port.

Effective May 1, 1999, the Port of Quebec Corporation was converted to a Canada port authority pursuant to the *Canada Marine Act* that received Royal Assent on June 11, 1998. The new entity is a non-share-capital, shared-governance corporation with the associated municipalities and province each appointing a member to the board of directors, and the federal government appointing the majority.

Performance Information

The major objectives of the Port of Quebec Corporation, as outlined in its 1998 to 2002 Corporate Plan Summary, included establishing operating income which exceeds $1 million in 1999 and subsequent years, and controlling and improving the quality of port assets to ensure its long-term future.

In its 1998 Annual Report, the Corporation reported improved results over the previous year, although it was still suffering from the impact of the last labour dispute. Also in 1998, the Corporation reviewed the carrying value of its fixed assets and, as a result, recorded a one-time loss of $12.7 million.

Selected performance indicators are shown in the table below.

	1998 Forecast	1998 Actual	1997 Actual
Operating revenue ($ thousand)	13,680	13,113	13,349
Operating income (loss) ($ thousand)	355	789	(255)
Net income (loss) ($ thousand)	441	(10,642)	279
Total traffic (million tonnes)	18.1	15.5	15.5

PRINCE RUPERT PORT CORPORATION

Appropriate Minister

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Auditor

KPMG LLP

Incorporation and Status

1984 by letters patent of incorporation pursuant to subsection 25(1) of the *Canada Ports Corporation Act* (R.S.C. 1985, c. C-9); Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To administer, manage and control the Prince Rupert harbour, and works and property within the harbour.

Corporate Profile

The Prince Rupert Port Corporation is an autonomous local port corporation that provides services for Canada's international shipping trade in the Prince Rupert harbour. The port's business includes the handling of grain, pulp, coal, forest products, and ferry and cruise ship traffic.

Effective May 1, 1999, the Prince Rupert Port Corporation was converted to a Canada port authority pursuant to the *Canada Marine Act* that received Royal Assent on June 11, 1998. The new entity is a non-share-capital, shared-governance corporation with the associated municipalities and province each appointing a member to the board of directors, and the federal government appointing the majority.

Performance Information

Major objectives, as set out in the 1998–2002 Corporate Plan Summary for the Prince Rupert Port Corporation, included the following: maintain and enhance traffic levels of current commodities, and diversify the traffic base. The Corporation, in its 1998 Annual Report, noted that declining Asian economies and weak international commodity prices had caused a dramatic drop in total tonnage shipments for the year. The Corporation, however, also noted that it had experienced some significant and exciting

advances during the year such as the introduction of new commodities, increased market share in others and the general positive drive toward diversification.

Selected performance indicators are shown in the table below. The 1998 forecast for operating revenues, as noted in the Corporate Plan Summary, is not shown since the adoption of a new financial statement format for revenues makes a direct comparison meaningless.

	1998 Forecast	1998 Actual	1997 Actual
Operating revenue ($ thousand)		7,181	8,664
Operating income ($ thousand)	1,693	358	2,235
Net income ($ thousand)	1,923	804	2,729
Total traffic (million tonnes)	11.2	9.0	13.1

SAINT JOHN PORT CORPORATION

Appropriate Minister

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Chairperson

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Auditor

Ernst & Young LLP

Incorporation and Status

1986 by letters patent pursuant to subsection 25(1) of the *Canada Ports Corporation Act* (R.S.C. 1985, c. C-9); Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To administer, manage and control the Saint John harbour, and works and property within the harbour.

Corporate Profile

The Saint John Port Corporation is an autonomous local port corporation that provides services for Canada's international shipping trade in the Saint John harbour. The port's business includes the handling of potash, forest products, salt, petroleum products and container traffic.

Effective May 1, 1999, the Saint John Port Corporation was converted to a Canada port authority pursuant to the *Canada Marine Act* that received Royal Assent on June 11, 1998. The new entity is a non-share-capital, shared-governance corporation with the associated municipalities and province each appointing a member to the board of directors, and the federal government appointing the majority.

Performance Information

The major objectives of the Saint John Port Corporation, as noted in its 1998 to 2002 Corporate Plan Summary, included addressing high tariffs and port operating costs, and continuing port facility development.

In its 1998 Annual Report, the Corporation reported a reduction in port tariffs after holding levels for seven years, as well as the establishment of an auto distribution facility.

Selected performance indicators are shown in the table below.

	1998 Forecast	1998 Actual	1997 Actual
Operating revenue ($ thousand)	12,170	11,177	12,089
Operating income ($ thousand)	2,360	1,252	1,051
Net income ($ thousand)	2,970	1,906	1,495
Total traffic (million tonnes)	20.6	19.4	21.0

ST. JOHN'S PORT CORPORATION

Appropriate Minister

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Auditor

Grant Thornton

Incorporation and Status

1985 by letters patent pursuant to subsection 25(1) of the *Canada Ports Corporation Act* (R.S.C. 1985, c. C-9); Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To administer, manage and control the St. John's harbour, and works and property within the harbour.

Corporate Profile

The St. John's Port Corporation is an autonomous local port corporation that provides services for Canada's international shipping trade in St. John's harbour. The port's business includes the handling of containerized general cargo, new vehicles and petroleum products.

Effective May 1, 1999, the St. John's Port Corporation was converted to a Canada port authority pursuant to the *Canada Marine Act* that received Royal Assent on June 11, 1998. The new entity is a non-share-capital, shared-governance corporation with the associated municipalities and province each appointing a member to the board of directors, and the federal government appointing the majority.

Performance Information

The objectives listed in the 1998 to 2002 Corporate Plan Summary for the St. John's Port Corporation included strengthening its financial position, and improving the identification, acquisition and utilization of resources required by each operating activity and responsibility centre, and developing and maintaining an image of corporate social responsibility.

In its 1998 Annual Report, the Corporation focused on the various increases in port traffic compared to 1997. It also reported that it had purchased a small parcel of land from Transport Canada to complete the Corporation's acquisition of the only public space on the waterfront. The Corporation noted that it intends to preserve and promote the public use of this site in co-operation with other partners.

Selected performance indicators are shown in the table below.

	1998 Forecast	1998 Actual	1997 Actual
Operating revenue ($ thousand)	2,964	2,982	3,170
Operating income ($ thousand)	356	260	366
Net income ($ thousand)	569	552	593
Total traffic (thousand tonnes)	1,037	999	955

ST. LAWRENCE SEAWAY AUTHORITY, THE

Appropriate Minister

The Honourable David Collenette, P.C., M.P.
Minister of Transport

President

Michel Fournier

Head Office

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Web site: www.seaway.ca

Auditor

Auditor General of Canada

Incorporation and Status

1954 pursuant to section 3 of the *St. Lawrence Seaway Authority Act* (R.S.C. 1985, c. S-2); Schedule III, Part I of the *Financial Administration Act*; an agent of Her Majesty; dissolved on December 1, 1998.

Mandate

To construct, operate and maintain canals, bridges, works and other property related to the deep waterway between the Port of Montreal and Lake Erie, which is known as the St. Lawrence Seaway.

Corporate Profile

The St. Lawrence Seaway Authority constructed the St. Lawrence Seaway and operates it in conjunction with an authority in the United States. It is responsible for 13 locks in Canadian territory and four high-level bridges traversing the St. Lawrence River. Two locks in the United States are operated by the St. Lawrence Seaway Development Corporation. Tolls may be established by filing with the Canadian Transportation Agency or by agreement between Canada and the United States.

A wholly owned subsidiary, The Seaway International Bridge Corporation, Ltd., was established in 1962. It manages the international bridge at Cornwall, Ontario. Two bridges in Montreal are managed by The Jacques Cartier and Champlain Bridges Incorporated, which is also a wholly owned subsidiary of The St. Lawrence Seaway Authority. The Authority administers the Canadian span of the Thousand Islands Bridge. A third wholly owned subsidiary, Great Lakes Pilotage Authority, Ltd., became a parent Crown corporation on October 1, 1998 pursuant to the *Canada Marine Act.*

On October 2, 1998, operational control of the St. Lawrence Seaway was transferred to the St. Lawrence Seaway Management Corporation, a not-for-profit corporation established by Seaway users following the passage of the *Canada Marine Act.* The Government has appointed a member to the board of directors with Seaway users appointing the majority.

On December 1, 1998, The St. Lawrence Seaway Authority was dissolved and the *St. Lawrence Seaway Authority Act* repealed. Its subsidiary bridge corporations are now under the management of The Federal Bridge Corporation Limited.

VANCOUVER PORT CORPORATION

Appropriate Minister

The Honourable David Collenette, P.C., M.P.
Minister of Transport

Chairperson

Carole Taylor

President and Chief Executive Officer

Norman C. Stark

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Auditor

KPMG

Incorporation and Status

1983 by letters patent of incorporation pursuant to subsection 25(1) of the *Canada Ports Corporation Act* (R.S.C. 1985, c. C-9); Schedule III, Part II of the *Financial Administration Act*; an agent of Her Majesty.

Mandate

To administer, manage and control the Vancouver harbour, and works and property within the harbour.

Corporate Profile

The Vancouver Port Corporation is an autonomous local port corporation that provides the services necessary for Canada's international shipping trade in the Vancouver harbour. The port handles coal, grain, sulphur, potash, pulp and lumber, as well as cruise traffic.

Effective March 1, 1999, the Vancouver Port Corporation was converted to a Canada port authority pursuant to the *Canada Marine Act* that received Royal Assent on June 11, 1998. The new entity is a non-share-capital, shared-governance corporation with the associated municipalities, the province of British Columbia, and the three Prairie provinces together each appointing a member to the board of directors, and the federal government appointing the majority.

Performance Information

The Vancouver Port Corporation's identified objectives in its 1998 to 2002 Corporate Plan Summary included the following:

- Proactively grow the volume of cargo and passengers through the Port of Vancouver;

- Earn the level of return required to provide or contribute to facilities, services and technologies for the port's customers;
- Maintain and grow port business by respecting and co-existing with the port's environment (natural and community);
- Provide outstanding service to port customers.

In its 1998 Annual Report, the Corporation reported that despite the uncertainty caused by the Asian economic downturn and a drop in cargo shipments, the Port of Vancouver managed to hold steady over the course of 1998. The continued increase in cruise traffic marked the 17th consecutive year of growth in the cruise industry in the port.

A Port Representation office was opened in Calgary to better serve customers in the Prairie provinces. In addition, as recognition for its mandatory mid-ocean deballasting program begun in 1997, the port was honoured with two awards:

- the first-ever Mayor's Environmental Achievement Award from the City of Vancouver; and
- the bronze National Environmental Leadership Award from the *Financial Post*.

Selected performance indicators are shown in the table below. The 1998 actual net income total reflects the Corporation's decision to expense in 1998 the debt retirement costs of $12.6 million due to the early retirement of debt due in 2005 and 2006.

	1998 Forecast	1998 Actual	1997 Actual
Operating revenue ($ thousand)	66,316	73,443	71,454
Operating income ($ thousand)	14,907	22,365	14,772
Net income ($ thousand)	8,405	449	4,922
Total traffic (million tonnes)	73.1	72	73.5

VIA RAIL CANADA INC.

Appropriate Minister

The Honourable David Collenette, P.C., M.P.
Minister of Transport

Chairperson

Marc LeFrançois

President and Chief Executive Officer

Roderick J. Morrison

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Web site: www.viarail.ca

Auditor

Raymond Chabot Grant Thornton
Auditor General of Canada

Incorporation and Status

1977 under the *Canada Business Corporations Act*; Schedule III, Part I of the *Financial Administration Act*; not an agent of Her Majesty.

Mandate

To manage and provide a safe and efficient passenger rail service.

Corporate Profile

VIA Rail Canada Inc. is Canada's national passenger rail company. Since its creation in 1977, the Corporation has operated passenger trains on a cross-Canada network stretching from the Atlantic Ocean to the Pacific Ocean and from the Great Lakes to Hudson Bay. VIA Rail's network comprises 14,000 kilometres of track carrying 451 trains per week travelling to 450 communities across the country.

In January 1999, the Minister of Transport asked the House of Commons Standing Committee on Transport (SCOT) to review the passenger rail system and examine creative ways to revitalize VIA Rail. Following extensive stakeholder and public consultation, SCOT tabled its report entitled *The Renaissance of Passenger Rail in Canada* in the House of Commons on June 11, 1999.

Following the release of the report, the Minister of Transport announced on October 21, 1999, that Transport Canada and VIA Rail will be working together over the coming months to prepare a strategic long-term business plan that will outline VIA's route network, levels of service, funding requirements and proposals for equipment renewal. To help control costs and improve VIA Rail's overall service, the federal

government will also encourage public/private partnerships and consider franchising certain VIA Rail routes to the private sector.

Performance Information

In its 1998 to 2002 Corporate Plan Summary, VIA Rail noted the following amongst its goals:

- increase ridership by an average of 2 per cent above market growth;
- move towards financial self-sufficiency; and
- make continuous progress towards no injuries, accidents or environmental impacts.

Achievements noted in the Corporation's 1998 Annual Report included $3.2 million in cost savings and increased revenues resulting from the March launch of *Formula 6*, a two-year Equipment Maintenance program aimed at reducing costs and increasing revenue. VIA Rail also began work on a comprehensive safety management system that it planned to have in place by the end of 1999, as well as a corporate environmental management system that it expected to launch in 1999.

Selected performance indicators are shown in the table below.

	1998 Forecast	1998 Actual	1997 Actual
Passengers carried ($ thousand)	3,849	3,646	3,765
Passenger miles ($ million)	911	856	884
Average passenger load factor (%)	60	56	58
On-time performance (%)	90	81	84
Government operating funding per passenger mile (cents)		20.8	24.0
Revenue/cash operating expenses ratio (%)	57	52.3	49.3